

SECURE REVIEW COMMISSION

Select Council on Revenues and Expenditures in Louisiana's Future

**Status Report
March 1999**

SECURE Review Commission Members

Herschel Abbott

John J. Cordaro

William Daniel

"Jay" L. Dardenne

James E. Davison

Dennis Deel

Hunt Downer, Jr.

Mark C. Drennen

Randy Ewing

Murphy Foster III

Lee Griffin

Frank Harrison

Richard F. Manship

Charles "Chuck" McMains, Jr.

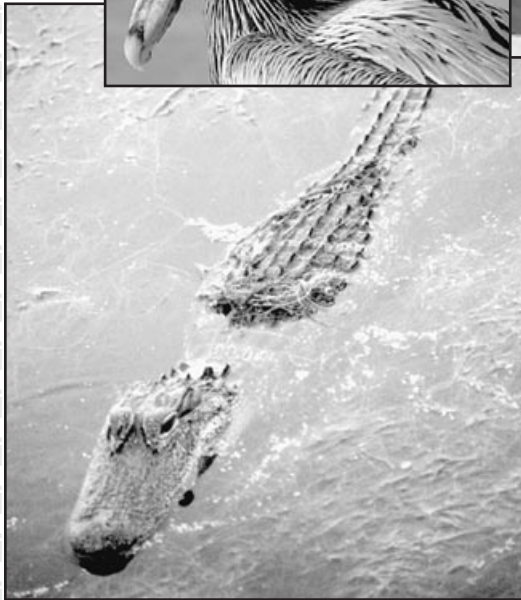
Jake Netterville

Melinda Schwegmann

Virginia K. Shehee

Bobby Simpson

Gregory W. Tarver



SECURE Review Commission

Select Council on Revenues and Expenditures in Louisiana's Future

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The final report for SECURE's two year study commission was released in April 1995. The purpose of the SECURE Review Commission, established in 1998, was to review the recommendations from the final report and provide a subsequent report illustrating the progress made by state departments over the last three years.

The Commission would like to thank Governor M. J. "Mike" Foster, Jr. and Commissioner of Administration Mark C. Drennen for their leadership in ensuring that the final report continues to be used by state government officials as a tool to improve the financial future of the state and the general quality of life of its citizens.

Tremendous progress has been made over the last three years. The SECURE Review Commission studied over 300 recommendations pertaining to government expenditures and organizations, cost reduction measures, and strategies to improve government services, as published in the final report. The review reveals that 173 recommendations have been fully implemented and 77 recommendations have been partially implemented. This success is attributed to the numerous state officials who have utilized and continue to utilize the final SECURE report as a tool for effective administration of state government.

EXECUTIVE ORDER MJF 98-13

SECURE Review Commission

WHEREAS, the Select Council on Revenues and Expenditures in Louisiana's Future (hereafter "secure"), an independent body of 27 members representing a broad cross-section of the state, including leaders in business and labor, public and higher education, state and local government, and civic and community organizations, was established pursuant to Senate concurrent Resolution 192 of the 1993 Regular Session of the Legislature, and charged "to develop recommendations to improve the financial future of the state and the general quality of life of its citizens";

WHEREAS, the final report for secure's two year study project, completed in April 1995, recommended bold and practical strategies to reduce the cost of government, improve government services, and devise a plan to carry the state of Louisiana into the twenty-first century; and

WHEREAS, the best interests of the citizens of the state of Louisiana would be served by the creation of a commission charged with reviewing, evaluating, and updating the recommendations set forth in secure's final report, and researching and recommending the most effective manner to continue the implementation of the recommendations made by secure;

NOW THEREFORE I, M. J. "MIKE" FOSTER, JR., Governor of the State of Louisiana, by virtue of the authority vested by the Constitution and laws of the State of Louisiana, do hereby order and direct as follows:

SECTION 1: The "secure" Review Commission (hereafter "Commission") is established within the Executive Department, Office of the Governor.

SECTION 2: The duties of the Commission shall include, but are not limited to, the following: reviewing secure's recommendations pertaining to government expenditures and organization; analyzing secure's recommended strategies to reduce the cost of government; reviewing secure's recommendations to improve government services; where appropriate, updating secure's recommendations; researching and evaluating the most efficient means to continue to implement secure's recommendations and to implement the Commission's updated recommendations; and evaluating the progress the state has made in implementing secure's recommendations.

SECTION 3: The Commission shall prepare a comprehensive written report which addresses the issues set forth in Section 2 and submit it to the governor, the speaker of the Louisiana House of Representatives, and the president of the Louisiana Senate by January 1, 1999.

SECTION 4: The Commission shall be composed of 18 members appointed by and serving at the pleasure of the governor. Commission members shall be selected as follows:

- A. the commissioner of administration, or the commissioner's designee;
- B. the president of the Louisiana Senate, or the president's designee;
- C. the speaker of the Louisiana House of Representatives, or the speaker's designee;
- D. two members of the Louisiana Senate designated by the president of the Senate;
- E. two members of the Louisiana House of Representatives designated by the speaker of the House of Representatives;
- F. the chair of the Committee of 100 for Economic Development, or the chair's designee;
- G. five members recommended by the chair of the Committee of 100 for Economic Development; and
- H. five members at-large

EXECUTIVE ORDER MJF 98-13 (continued)

SECTION 5: The governor shall select the chair of the Commission from its membership. The membership of the Commission shall elect all other officers.

SECTION 6: The Commission shall meet at regularly scheduled intervals and at the call of the chair.

SECTION 7: Support staff for the Commission and facilities for its meetings shall be provided by the Division of Administration.

SECTION 8: The members of the Commission shall not receive compensation or a per diem. Nonetheless, contingent upon the availability of funds, members who are not an employee of the state of Louisiana or one of its political subdivisions, or an elected official, may receive reimbursement from the Office of the Governor for actual travel expenses incurred in accordance with state guidelines and procedures with the prior approval of the commissioner of administration.

SECTION 9: All departments, commissions, boards, agencies, and officers of the state, or any political subdivision thereof, are authorized and directed to cooperate with the Commission in implementing the provisions of this Order.

SECTION 10: This Order is effective upon signature and shall remain in effect until amended, modified, terminated, or rescinded by the governor, or terminated by operation of law.

IN WITNESS WHEREOF, I have set my hand officially and caused to be affixed the Great Seal of the State of Louisiana, at the Capitol, in the City of Baton Rouge, on this 23rd day of March, 1998.

M. J. "Mike" Foster, Jr.
Governor

ATTEST BY
THE GOVERNOR
Fox McKeithen
Secretary of State

EXECUTIVE ORDER MJF 99-3

SECURE Review Commission

WHEREAS, Executive Order Number MJF 98-13, signed on March 23, 1998, created and established the “Secure” Review Commission (hereinafter “Commission”);

WHEREAS, it is necessary to amend the Commission’s reporting schedule;

NOW THEREFORE I, M. J. “MIKE” FOSTER, JR., Governor of the state of Louisiana, by virtue of the authority vested by the Constitution and laws of the state of Louisiana, do hereby order and direct as follows:

SECTION 1: Section 3 of Executive Order Number MJF 98-13 is amended to provide as follows: The Commission shall submit a comprehensive written report on the issues set forth in Section 2 to the governor, the speaker of the Louisiana House of Representatives, and the president of the Louisiana Senate by March 1, 1999, and March 1 of every year thereafter.

SECTION 2: All other sections and subsections of Executive Order Number MJF 98-13 shall remain in full force and effect.

SECTION 3: The provisions of this Order are effective upon signature and shall remain in effect until amended, modified, terminated, or rescinded by the governor, or terminated by operation of law.

IN WITNESS WHEREOF, I have set my hand officially and caused to be affixed the Great Seal of the state of Louisiana, at the capitol, in the city of Baton Rouge, on this 13th day of January, 1999.

M. J. “Mike” Foster, Jr.
Governor

ATTEST BY
THE GOVERNOR
Fox McKeithen
Secretary of State

SECURE Review Commission Membership

Herschel Abbott
President - Louisiana
Bell South Telecommunications

John J. Cordaro
President
Entergy Louisiana

William Daniel
Representative
Louisiana House of Representatives

Jay L. Dardenne
Senator
Louisiana State Senate

James E. Davison
Owner
Paul E. Davison Petroleum Products

Dennis Deel
President
Lockheed Martin Michoud Space Systems

Hunt Downer, Jr.
Speaker of the House
Louisiana House of Representatives

Mark C. Drennen
Commissioner
Division of Administration

Randy Ewing
President
Louisiana State Senate

Murphy Foster III
Attorney
Breazeale Sachse & Wilson LLP

Lee Griffin
SECURE Chairman
Chairman and CEO
Banc One Louisiana Corporation

Frank Harrison
President
Optimistic Oil Company

Richard F. Manship
President
WBRZ-TV

F. Charles “Chuck” McMains, Jr.
Representative
Louisiana House of Representatives

Jake Netterville
Chairman of the Board
Postlewaite & Netterville

Melinda Schwegmann
Representative
Louisiana House of Representatives

Virginia K. Shehee, *Chairman of Committee of 100*
President/CEO
Kilpatrick Life Insurance Company

Bobby Simpson
Mayor
City of Baker

Gregory W. Tarver
Senator
Louisiana State Senate

SPECIAL ACKNOWLEDGMENTS

Angele D. Davis
Deputy Commissioner of Administration
Project Coordinator for SECURE Review

Jerry Guillot
Chief of Staff
Louisiana State Senate

Fred Loy
Executive Director
Committee of 100 for Economic Development

SECURE LOUISIANA: *Status Report 1999*

1995 Recommendations	Dept.	*	Action Taken	Notes
<i>Phase I</i>			<i>Cash Management</i>	
Empower the Cash Management Review Board (CMRB) with sufficient jurisdiction and authority to develop statewide standardized cash management and investment policies and procedures.	Treasury	I	In FY 1998-99, the Legislature approved an auditor position to assist the Cash Management Review Board in reviewing the cash management policies and procedures of state agencies.	
Provide funding to the Department of Revenue and Taxation (DORT) to accelerate standardization of tax forms and acquisition of automated processing equipment.	Div. of Admin.	I	\$5.7 million has been added for the Tax Reengineering Project and \$4.5 million has been added for the Tax Remittance System.	
Provide funding to the Department of Revenue and Taxation (DORT) to accelerate standardization of tax forms and acquisition of automated processing equipment.	Revenue & Taxation	I	Beginning FY 1992-93, tax forms have been redesigned for processing through automated scanning system; in 1997 more than 70 % of all tax returns were scanned: 53% of funds collected last fiscal year were paid electronic funds transfer.	
Appropriate funding to DORT for sufficient temporary positions to expedite the collection process during peak periods.	Div. of Admin.	I	Approximately \$375,000 is annually appropriated to provide temporary staff during the tax season.	
Appropriate funding to DORT for sufficient temporary positions to expedite the collection process during peak periods.	Revenue & Taxation	I	Beginning FY1996-97, DORT requested \$637,603 for salaries of 200+ temps hired during peak tax season, received only \$375,000. Have received same each year since. Submitted like request for FY1999-00.	

SECURE LOUISIANA: *Status Report 1999*

1995 Recommendations	Dept.	*	Action Taken	Notes
Amend tax statutes in Title 47 to require all monies collected by DORT to be paid into the state treasury immediately upon receipt.	Revenue & Taxation	I	Act No. 1126 of '97 Regular Session provides for immediate deposit, as is "humanly possible." Last fiscal year 62% of all collections were deposited within 24 hours. This should continually increase.	
Standardize accounts receivable laws, regulations, policies, and procedures to aggressively pursue collection of delinquent receivables.	Div. of Admin.	I	<p>Policy regarding revenue/receivable recognition for financial statement presentation purposes already exists.</p> <p>However, due to the diversity of revenue sources, clients and departmental involvement it was felt that until the revenue/taxation base of state is addressed that this was best addressed individually by the entity responsible for the program in question.</p>	
Redesign accounts receivable laws, regulations, policies and procedures to include sufficient information for effective and efficient monitoring of receivables.	Div. of Admin.	I	LRS 30:79 (c) (2) requires agencies on a quarterly basis to report in a manner that allows for a determination of the efficiency and effectiveness of their agency collection procedures and efforts.	
Redesign to include sufficient information for effective and efficient monitoring of receivables.	Div. of Admin.	I	LRS 30:79 (c)(2) requires agencies on a quarterly basis to report in a manner that allows for a determination of the efficiency and effectiveness of their agency collection procedures and efforts.	
Require full disclosure of all receivables due to the state on a periodic basis.	Div. of Admin.	I	Act 745 of 1995 LRS 39:79 (c) (1) establishes the requirement for quarterly reporting of all relevant information regarding debts and receivables owed to the state. This information is compiled by the office of Statewide Reporting and Accounting Policy and reported to the legislature.	

SECURE LOUISIANA: *Status Report 1999*

1995 Recommendations	Dept.	*	Action Taken	Notes
Add 20 revenue auditors on a 2-year pilot program by DORT	Revenue & Taxation	I	Pilot program effective since FY 1994-95. Expect productivity of auditors to improve after initial learning curve.	
Compare the cost of the 2-year pilot program with the cost of contracting out revenue auditing to private industry.	Revenue & Taxation	I	With lower salaries than CPA firms and an established training program, the department would be able to perform the audits more economically than a CPA firm would under any conceivable circumstances. DORT has not been able to identify any cost benefits associated with contract auditors.	
Amend the statutes to require final payment and filing of tax returns to include: *personal income tax by 4/15, instead of 5/15 **corporate income tax by 3/15, instead of 4/15 ***corporate franchise tax by 3/15, instead of 4/15 ****severance taxes by the 20th day of the month following the month of severance instead of the last day of the month *****sales/use tax by the 10th of the month, instead of the 20th day of the month	Revenue & Taxation	N	* Advancing the due date would result in some monies being paid sooner, but because of the likely processing delays, the impact would not be as great as anticipated. ** The due date is one month later than the federal due date because the federal must be completed before the detailed state return can be prepared *** NOT ANSWERED **** This was tried in 1983 (Act No. 604) then repealed the following year. Our severance tax system for issuing refunds and billings is a labor-intensive manual system. Shortening the filing time will result in a proliferation of amended returns, which would increase DORT's processing burdens by 100%. ***** To change the monthly filing due date to the 10th day of the month would make our deadline earlier than nearly every other state. Rather than advance the date we could implement a tax prepayment system for large remitters. Typically, in other states, some are required to prepay about 90% of their estimated tax liabilities prior to the return-filing deadline.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Amend statutes to require the La. Lottery Corp. to make monthly deposits into the State Treasury of its net revenues.	Div. of Admin.	I	LRS 47:90 (A) (3) requires that within 20 days following the close of each calendar month the corporation shall transfer net surplus revenue to the Lottery Proceeds fund in the state treasury.	
Amend statutes to require the La. Lottery Corp. to make monthly deposits into the State Treasury of its net revenues.	Treasury	I	Act 811 of the 1995 Regular Session requires that at least 35 percent of gross revenues be transferred to the Treasury within 20 days following the close of business each month. The Louisiana Lottery diligently remits 35 percent of gross revenues to Treasury within 20 days of month end.	
Provide the Investment Office of the Department of the Treasury with a FACS compatible investment portfolio management module or a stand-alone system to use until the Integrated Statewide Information System (ISIS) is operational.	Treasury	I	Treasury installed portfolio software from Q.E.D, Inc. in May 1995. This software provides a flexible format for tracking investments by fund and by type of investment. It allows the user to perform numerous types of snapshots of portfolio(s) for analysis.	
Establish the Treasurer's Office as the number one priority of the ISIS project.	Div. of Admin.	I	Provided funds to STO to acquire cash management software that allows for a more efficient and effective means of performing banking functions.	
Increase staffing of the Investment Office of the Department of the Treasury by two additional investment professionals.	Treasury	I	Act 15 of the 1994 Regular Session, the general Appropriations Act, contained two additional investment officer positions to the Treasury's authorized positions. Treasury has filled these positions with individuals with professional investment experience.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
<p>Amend the Constitution to:</p> <p>* Eliminate the \$2 billion principal cap on the 8(g) Fund</p> <p>** Allow 8(g) Fund to invest up to 35% of principal balance in equities</p> <p>*** Require 8(g)Fund to annually inflation proof its principal</p> <p>**** Distinguish income earnings of 8(g)Fund from interest and dividends and capital gains income realized from the sale of securities.</p> <p>***** Restrict the distribution of capital gains earnings of the 8(g) Fund to 25% of the annual total earned.</p> <p>***** Authorize the Treasurer to select one or more professional equity managers for the 8(g) Fund</p> <p><u>Underlined item at right has not been implemented</u></p>	Treasury	P	<p>*Legislation has not been proposed by the Legislature or the Treasury to remove the cap.</p> <p>**Act 136, Act 151 and a Joint Resolution of the 3rd Extraordinary Session of the 1994 Legislature authorized Treasury to invest up to 35% of the LEQTF portfolio in equities and provides for the cost of the equity money managers to be paid from the support fund. As of 11/30/98, 20% of LEQFT is invested in equities. 50% is in passive large cap index funds and 50% in small cap individual stocks managed by two investment managers.</p> <p>***Action has been taken to guard against inflation by diversifying assets by investing up to 35% of assets in equities and by annually reviewing and resetting asset allocations.</p> <p>****The quarterly and annual Treasury LEQFT reports provide a detail of interest earnings, dividends and capital gains. The BESE and the BoR receive both quarterly and annual reports. The annual reports are remitted to the Governor and all legislators.</p> <p>*****Act 136 and 151 of the 3rd Extraordinary Session of the 1994 Legislature provides that 75% of capital gains remain in the permanent fund.</p> <p>*****Act 136 and 151 of the 3rd Extraordinary Session of t</p>	
<p>Amend the constitution to:</p> <p>* Restrict the distribution of capital gains earnings of the 8(g)Fund of the annual total earned.</p> <p>**Authorize the Treasurer to select one or more professional equity managers for the 8(g) fund.</p>	Treasury	I	<p>*Act 136 and 151 of the 3rd Extraordinary Session of the 1994 Legislature provides that 75% of capital gains remain in the permanent fund.</p> <p>**Before mentioned Acts provide for investment managers which are paid by the support fund. The investment management contracts are approved by the State Bond Commission under a request for proposals (RFP). A small cap growth and a small cap value manager are currently under contract to manage 50% of the equity position.</p>	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Consolidate as many payroll systems as is currently feasible, beginning with those that maintain the same timing, accounting practices and controls.	Div. of Admin.	P	Currently in the process of beginning the conversion of the Department of Labor into the State Uniform Payroll System. Currently in process of implementing a new HR system that will encompass all executive departments.	
Continue study of how direct deposit currently could be used by existing payroll systems.	Div. of Admin.	I	Direct Deposit of employee compensation payments have been offered since May 1995. Currently 40,000+ employees paid through the Uniform Payroll systems and the Department of Labor and Transportation are paid via Direct Deposit.	
Continue study of how direct deposit currently could be used by existing payroll systems.	Treasury	I	Treasury instituted the banking process to allow for direct deposit of payroll. Direct deposit of payroll began November 2, 1994. 63% of the employees on the uniform payroll system use direct deposit and 37% receive checks.	
Ensure ISIS considers payroll one of its top priorities.	Div. Of Admin.	I	Initiated Statewide Human Resources systems project which encompasses a new consolidated payroll system in 1997.	
Organization & Staffing				
Implement the Legislative Auditor's recommendations to abolish 40 boards and commissions.	Legislature	I	Act 1262 of 1995, Act 116 of 1997	
Personnel & Benefits				

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1995 Recommendations	Dept.	*	Action Taken	Notes
Revise leave of absence policies for classified employees to be more consistent with other states.	Civil Service	N	At present, the only protection available to many Louisiana state employees for long term absences is sick leave. If sick leave is reduced without implementing a disability program, employees will have no protection at all. This objective is in the Department's strategic plan; however, work on the project has not yet begun.	
Develop a standard leave policy for all employees.	Civil Service	I	According to the DOA, a standard policy is provided to state employees of the executive branch through either Civil Service rules or the Governor's Executive Order on leave with the exception of top policy makers who are exempt from the order.	
Develop a statewide policy for allowable provisions in a cafeteria plan and then use this policy to consolidate existing cafeteria plans. **	Div. of Admin.	I	Implemented in executive branch.	
Pursue enrolling retirees over age 65 in the Medicare program.	State Employees Group Benefits Program	I	The Board passed a change in the Plan Document to allow annual Medicare 65 selection.	
Investigate ways to reduce the number of claims submitted to State Employees Group Benefits Program (SEGBP), such as no-pays, duplicates.	State Employees Group Benefits Program	P	Marketing team provides in-service education for providers. An automated computer program quickly identifies potential duplicates. Providers paid within 30-day requirement.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Increase disincentives for members using non-PPO providers, and reduce the PPO fee differential in order to maximize its effectiveness.	State Employees Group Benefits Program	P	SEGBP presently pays 50% of eligible fees for non-PPO providers, while paying PPO providers 90% of eligible fees. This has resulted in approximately 80% of the fees paid going to PPO providers. AON is currently reviewing the possibility of changing the fee schedule.	
Study and implement a targeted detection and prevention program for better care delivery at reduced costs.	State Employees Group Benefits Program	P	The Board of Trustees has added an enhanced wellness and prevention benefit, effective 7/1/99.	
Consider increasing the out-of-pocket maximums for PPOs from \$1,250 to \$2,300.	State Employees Group Benefits Program	P	Raising the out-of-pocket maximums is a rate increase to the employees. The Board has adopted enhanced benefits coupled with improved medical management as a means to be competitive. Setting rates to create a reserve for unfunded incurred claims means adding \$50 million to the premium structure.	
Establish a competitive premium rate structure.	State Employees Group Benefits Program	P	Same as above	
Evaluate the methods SEGBP uses to set rates to ensure the expenses are covered.	State Employees Group Benefits Program	P	See above	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Reduce the number of HMOs offered through competitive bidding.	State Employees Group Benefits Program	I	Advantage Health Care is seeking a funded withdrawal from La. Contributing factor is the low bid it submitted. Oschner is also reporting significant financial losses; also due to low bid. Oschner's enrollment will be frozen at its current level. Alternatives are FEHBP approach and/or self-funded HMOs.	
Develop a single coordinated benefit program for all employees and then have SEGBP administer that program in a manner to minimize overall costs.	State Employees Group Benefits Program	P	The Board has created a coordinated dual-choice program.	
Restructure the life insurance program so that the survivor's benefit under the retirement plan is eliminated, and develop an affordable life insurance that is offered to all employees.	State Employees Group Benefits Program	P	Our consultant, AON, is reviewing this recommendation regarding life insurance and will report to the Board in the first quarter of 1999.	
Apply any excess of windfall funds, such as the Texaco settlement, toward reducing the Unfunded Accrual Liability (UAL).	State Employees Group Benefits Program	N	SEGBP has no authority to claim windfall funds. The amount needed for unfunded incurred claims is \$50 million.	
Reassess legislation which affects amortization periods to modify the deficit regarding UAL.	State Employees Group Benefits Program	I		

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1995 Recommendations	Dept.	*	Action Taken	Notes
Provide the legislative actuary with a deterministic computer model.	State Employees Group Benefits Program	I	According to legislative actuary, a deterministic computer model, which will provide more reasonable actuarial projections, was purchased and installed last year.	
Require a one-year study period for all retirement legislation.	Louisiana State Employees Retirement System	I	Study by Legislative Auditor recommends that the Legislature require an earlier prefiling deadline for retirement legislation. Joint resolution needed.	
Mandate an investment training requirement for new board members.	State Employees Group Benefits Program	N	A Legislative Auditor's study of May 1996 points out that no formal investment training or education is required for board members of the state's public retirement systems.	
Develop equitable and consistent compensatory time practices in accordance with requirements of the Fair Labor Standards Act.	State Employees Group Benefits Program			
Expand career progression where cost effective.	Civil Service	I	The Department was able to secure funding for a pay expert to help with this project. The Department is currently working on rule changes to expand dual career ladders and plans to propose rule changes to the Civil Service Commission in the Spring.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Eliminate use of Service Rating System and implement Performance Appraisal System statewide.	Civil Service	I	Civil Service implemented a new Performance Planning and Review System on July 1, 1997.	
Eliminate use of Service Rating System and implement Performance Appraisal System statewide.	Public Safety & Corrections	I	Model appraisal system CAPPED	
Monitor and evaluate the Performance Appraisal System annually, by the Department of Civil Service and each agency.	Civil Service	I	State agencies are reporting their ratings to the Department quarterly. The Department is auditing the agencies and providing feedback.	
Relate annual employee performance objectives to those for the unit and agency.	Civil Service	I	All state agency supervisors have been taught how to write performance expectations for their employees.	
Implement an Upward Evaluation System for managers.	Civil Service	N	The Department does not recommend evaluation of managers by their subordinates at this time. Evaluation of managers by their subordinates was researched during the development of the new Performance Planning and Review System and was not considered appropriate for LA at this time.	
Conduct an orientation program to introduce the performance Management System to employees and managers.	Civil Service	I	Approximately 12,000 supervisors were trained in the use of the new Performance Planning and Review system during May and June 1997. A video was developed and distributed to orient all state employees to the new system.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Conduct an orientation program to introduce the performance Management System to employees and managers.	Public Safety & Corrections	I	Production of video tape Supervisor training	
Train managers and employees on how to use the system.	Civil Service	I	The Department teaches Performance Planning and Review to new supervisors each month.	
Train managers and employees on how to use the system.	Public Safety & Corrections	I	Production of video tape Supervisor training	
Promote the Incentive Awards program and reward according to magnitude of the suggestion.	Civil Service	I	A rule authorizing agencies to establish recognition programs for individual employees and work groups and which permits one-time payments of up to 4% of an employee's salary for extraordinary achievements was adopted by the Civil Service Commission and approved by the Governor effective July 1, 1998	
Develop reward programs for employees.	Civil Service	I	In addition to the Reward and Recognition Rule implemented in July 1998, the Department issued new policies in 1/98 that the Civil Service Commission uses in awarding pay increases for recognizing special achievements in areas such as education, training, or work performance.	
Develop reward programs for employees.	Public Safety & Corrections	I	Personnel Employee Awards Award Categories	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Reduce the delay in appeals below 120 days by increasing Department of Civil Service staff handling employee appeals.	Civil Service	I	The Department reduced the number of appeals pending from 703 on 7/1/97 to 487 on 10/1/98. The total delay has been reduced from an average of 12 months in FY1997-98 to a delay of eight months on 10/1/98. In the 1999-00 budget request, the Department requested \$25,000 to contract with attorneys, an additional referee, and two legal secretaries in order to further reduce the delay in appeals.	
Study and implement alternative methods of dispute resolution in employee appeals.	Civil Service	I	In 9/98, the Civil Service Commission adopted rules allowing the piloting of mediation. The Department has now conducted five mediations, four of which have resulted in settlements.	
Re-evaluate written tests used by the Department of Civil Service and consolidate or eliminate unnecessary tests.	Civil Service	I	Prior to the re-evaluation which the Department initiated several years ago, 61 different tests were used. Today 15 tests are used.	
Prepare legislation to establish laws against using political influence to appoint or terminate classified employees and institute sanctions for violations of laws.	Civil Service	N	SRS 97-409 was drafted but the bill was not filed.	
Create a certification sign-off process.	Civil Service	N	SRS 97-409 was designed to establish a process by which new employees certify that no improper or undue influence contributed to their hiring was drafted but not filed.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Design and implement an interactive management information system which allows either the Department of Civil Service or the agency human resource managers to improve the efficiency and effectiveness of the recruitment and hiring process.	Civil Service	I	Some state agencies are currently piloting an interactive management information system which allows them to update applicant availability directly in order to improve the efficiency and effectiveness of the recruitment and hiring process. All other management information resources have gone into compliance with the requirements of the Year 2000, working with the DOA to design a new human resource system, and maintenance of current systems.	
Increase funding and opportunities for training and development of state managers and employees.	Labor	I	Training within the Department of Labor has concentrated on communication skills as well as advanced training in current technology. In addition, the staff has participated in professional and federal agency training programs.	
Increase investment in the training and development of all state employees over time.	Civil Service	I	Civil Service provides monthly courses around the state on Performance Planning and Review for Supervisors, Civil Service Rules and Regulations for Supervisors, and Key Elements of Civil Service Disciplinary Actions.	
Increase investment in the training and development of all state employees over time.	Public Safety & Corrections	I	Department regulation ACA standards	
Make management development training mandatory for all supervisors/managers.	Public Safety & Corrections	I	ACA mandated training	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Make management development training mandatory for all supervisors/managers.	Div. of Admin.	I	The Foster Administration has increased CPTP's budget to make management and supervision training a priority for statewide employees.	
Develop a records management system to track all training activities.	Public Safety & Corrections	I	Corrections Automated Personnel and Payroll Employee Database (CAPPED)	
Develop a records management system to track all training activities.	Div. of Admin.	I	CPTP currently keeps participant records on a training information software package and has encouraged agencies to do the same. In conjunction wit the ISIS HR system, CPTP would like to see a mainframe-based system established.	
Assign to Centralized Training Office or Comprehensive Public Training Program (CPTP)a liaison to agencies to aid in the coordination role of agency training to maximize resources and obtain favorable prices.	Public Safety & Corrections	P	One of the most frequent users of CPTP services CPTP coordinators Designated trainers	
Assign to Centralized Training Office or Comprehensive Public Training Program (CPTP)a liaison to agencies to aid in the coordination role of agency training to maximize resources and obtain favorable prices.	Div. of Admin.	I	No additional staff has been provided to CPTP, however CPTP does attempt to maximize resources (computer based training) and provide negotiation/pricing assistance.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Designate a training officer/coordinator per agency and mandate annual training needs review.	Public Safety & Corrections	I	Department Training Director Annual needs assessment	
Designate a training officer/coordinator per agency and mandate annual training needs review.	Div. of Admin.	I	CPTP currently works with 300 state agency coordinators. However, the governor's undersecretaries have made training a priority, and have drafted an Executive Order to mandate a designee that reports to the Secretary or the Undersecretary.	
Develop a consistent statewide tuition reimbursement program.	Civil Service	N	The Department of Civil Service has authorized agencies to reimburse tuition whenever it is beneficial to the agency. However, Civil Service does not tell agencies how to spend money allocated to them.	
Update state's in-service training policy.	Civil Service	I	In 3/95, the Department of Civil Service updated Part17 of the Civil Service Manual captioned "In-Service Training."	
Update state's in-service training policy.	Public Safety & Corrections	I	ACA accreditation training requirements Bi-annual review	
Update state's in-service training policy.	Div. of Admin.	I	Part 17 of the Civil Service manual was updated and issued on March 13, 1995. This explains agencies' training responsibilities, as well as the role and services of CPTP.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Re-institute the Department of Civil Service Training Unit and fully implement a Human Resource Training program.	Civil Service	I	The Department of Civil Service Training Unit, which was re-instituted in 1995, currently has one employee. A "core" curriculum has been developed for a human resource training program and week long training is provided to Human Resources Managers twice a year.	
Re-institute the Department of Civil Service Training Unit and fully implement a Human Resource Training program.	Div. of Admin.	I	The training unit has been reinstituted. Currently Civil Service has one full-time person teaching classes on Civil Service rules and procedures. CPTP provides administrative support.	
General Government				
Authorize the Office of Forms Management to re-engineer forms to reduce costs and improve efficiency.	Div. of Admin.	P	Legislation offered on three occasions and was never moved. Program is still voluntary program, with the largest users being the charity hospitals.	
Require that the Inspector General perform an efficiency audit of the print shops operated by DOE, DNR, and DOTD.	Natural Resources	P	Current plans are to transfer the Department of Natural Resources' Print shop to the DOA when we move into our new building that will be shared with the Department of Revenue.	
Require that the Inspector General perform an efficiency audit of the print shops operated by DOE, DNR, and DOTD.	Div. of Admin.	I	Inspector General has audited DOE and DNR print shops. Current plans include phasing out these print shops as agencies move into new state office buildings.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Require that the Division of Administration (DOA) develop regulations to govern printing and distribution of publications.	Div. of Admin.	I	Currently all publications not required by law must be approved by the DOA. However, planning is underway to return that responsibility to state department heads.	
Require that the DOA develop and implement a centralized management system for real property.	Div. of Admin.	P	The state land and building inventory (SLABS) was completed in 1990. Since then, a web-enabled FM application has been developed and data converted from the primary system. FM currently includes data from SLABS, STAMPS, REELS, STARS, roofing data and photos, asbestos, ADA, floor plans, and photos of buildings.	
Require that DOA formulate and implement a buy, construct, or lease decision process.	Div. of Admin.	P	All project managers are instructed to consider buy, construct, renovate, or lease options when reviewing capital outlay and lease requests. Although the process is not yet formalized, further work will be done as improvements to the capital outlay request process continues.	
Examine the possibility of financing the construction of state buildings using pension funds.	Div. of Admin.	I	This possibility has been explored by two separate administrations with the retirement system director, who maintains that they have a responsibility to earn a 8.75% ROR. The state can finance construction bonds at less than 6%.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Amend the Procurement Code for the lease of space to allow for negotiations on price and services.	Div. of Admin.	N	R.A. 39:1643 was amended in 1995 to increase the size of negotiable leases from 2,500 to 5,000 sq. ft. By law, all leases over the negotiable limit must be advertised and awarded to the lowest responsive and responsible bidder.	
In order that there may be timely replacement of vehicles, initiate a pilot program that allows selected agencies to lease all passenger vehicles in their motor pool for purposes of minimizing maintenance costs.	Div. of Admin.	N	The state has not received a proposal that would save money.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
<i>Infrastructure & Economic Development</i>				
Revise statutes to give highway maintenance a higher priority than it now receives.	Trans. & Develop.	I	Act 433 of 1997 amends R.S. 48:228.1, Paragraph A. In addition, contract maintenance (including preventive maintenance methods of reseal, chip seal and micro surfacing) has increased from approximately \$12 million to \$31 million in the past three years.	
Eliminate low priority projects from the Department of Transportation and Development's (DOTD) proposed construction program.	Trans. & Develop.	I	DOTD's response to SCR #49 of the Third Extraordinary Session purged approximately \$1 billion in low priority projects from the Highway Program. The resulting 8-year plan currently being maintained by DOTD is fiscally constrained and serving the state well.	
Reallocate highway maintenance funding from authorized positions to contract maintenance consistent with peak load demands.	Trans. & Develop.	P	Contract maintenance is being utilized to the maximum extent possible that is cost effective. Not all tasks provide savings and, in fact, in-house work forces can be more responsive in many cases.	
Establish an Economic Development Council to develop and maintain the state's strategic plan for economic development.	Econ. Develop.			
<i>General Fiscal</i>				

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1995 Recommendations	Dept.	*	Action Taken	Notes
Place a cap on the state's liability and all political subdivision's liability.	Div. of Admin.	N	<p>Attempted to pass legislation for a total tort reform package which would have capped general damages at \$250,000 and special damages at \$500,000 for a flat cap of \$750,000</p> <p>Due to significant trial lawyer opposition, attempts were unsuccessful. Current cap is \$500,000 only on general damages, leaving unlimited liability for all special damages including wages and future medical.</p> <p>However, did successfully pass legislation for a reversionary medical trust for future medicals.</p> <p>Currently working on a bulk reversionary medical trust bill so that the state will not have to devote extensive resources to individual medical trust</p>	
Corrections & Justice				
Make more efficient use of prison space.	Public Safety & Corrections	I	New institutional beds, Sheriff's housing, Caddo Detention Ctr.	
Expand capacity for alternatives to incarceration.	Public Safety & Corrections	I	Work release, electronic monitoring	
Reallocate non-violent offenders to less costly forms of punishment.	Public Safety & Corrections	I	Work release, electronic monitoring	
Establish geriatric/medical facility for old and incapacitated inmates.	Public Safety & Corrections	I	Caddo Detention Center/Forcht Wade, Skilled Nursing Facility, Blue Walters	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Redirect Prison Enterprises' resources from low to high productivity activities.	Public Safety & Corrections	N		
Authorize Prison Enterprises to purchase raw materials on open market by exempting certain purchasing regulations.	Public Safety & Corrections	I	Legislative exemption	
Improve Prison Enterprises marketing methods and strategies.	Public Safety & Corrections	I	Staff re-assignment, promotions	
Health & Social Services				
Fund the development of a "Children's Plan" as authorized by R.S. 46:2601.	Health & Hospitals	p	DHH is participating in the development of the Children's Plan. The Secretary of the DHH serves on the Children's Cabinet and DHH has worked cooperatively with the Children's Cabinet to ensure achievement of the Cabinet's goals. One example of this is the recent implementation of the Louisiana children's Health Insurance program (LaCHIP). In addition to LaCHIP, the goals of the Children's Cabinet includes a 50% expansion of the School-based clinics by FY 2000 (from 33 to 49), a pilot nurse visitor program for at-risk families and a program to provide mental health services to 8,000 at-risk children.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Establish an administrative hearing process to perform child support enforcement activities.	Social Services	I	A bill proposed in the 1997 Legislature to establish such a process failed. The Legislature did pass a bill, however, providing the Office of Family Support (OFS) with the authority to order genetic testing, to issue judgment, and to freeze and seize assets under certain conditions.	
Enact a law that authorizes new hires or rehires be reported to the state within 30 days of employment.	Social Services	I	A law was enacted to authorize new hires or rehires be reported to the state within 30 days of employment. The law was implemented 10/1/97 and the OFS is receiving about 5,000 referrals per month.	
Renegotiate the amount of incentives paid to the district attorney based on the level of service provided.	Social Services	I	OFS re-negotiated contracts with the district attorneys. OFS no longer pays incentives to the district attorneys; rather, the district attorneys are reimbursed for actual costs.	
Pass legislation limiting the amount the state will pay for information of EBT to the current system's actual cost.	Social Services	I	OFS began implementing the EBT system for Food Stamps and the Family Independence Temporary Assistance program (FITAP) in 1/97. Statewide implementation was completed in 11/97. Food stamp federal regulations at 7 CFR 274.12 (c) (3) require states to stay within the cost cap, which is a total of all issuance costs within the food stamp system prior to the implementation of EBT. The cost cap is a tabulation of a cost per case per month. For Louisiana, the cost cap is \$2.07. Our current cost per case is \$1.35.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Proceed with plans to make a capital investment in the New Orleans area to maintain quality health care for the indigent population.	Health & Hospitals			
Continue to operate the charity hospital system and thereby maximize disproportionate share over the next 2 years.	Health & Hospitals	I	Disproportionate share limited to 100% of defined uncompensated care costs of qualifying hospitals (public or private). Balanced Budget Act of 1997 provides for reductions to federal funding for dispro payments over the next five years (through SFY 2002-02) but it is not anticipated that the dispro cap will be reached in SFY 98-99.	
Combine clinical knowledge with financial incentives to create a "single stream of funding" approach to the delivery of substance abuse services on a regional basis.	Health & Hospitals	P	Jefferson Parish Human Service Area (JPHSA) in existence as a model for single parish. Goal for 2000: conduct a complete study to determine direct service delivery cost efficiency versus city, parish, or community contractual agreements.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Rewrite the Medicaid plan to encourage use of outpatient services and non-medical residential programs.	Health & Hospitals	I	<p>The Office of Alcohol and Drug Abuse (OADA) is currently working with the Bureau of Health Services Financing (Medicaid) to set limits on length of treatment in outpatient settings, set age limits on admissions, changed Medicaid rules to pay for intensive day treatment and residential treatment to reduce hospital-based care.</p> <p>In process of forming task force to address precertification.</p> <p>Plan collaboration with Medicaid to changes rules to pay for intensive outpatient, residential treatment, and community-based.</p> <p>Rules changed to limit payment for outpatient services.</p>	
Establish medical necessity criteria for admission and continued care in substance abuse inpatient programs.	Health & Hospitals	I	<p>Recognized need to establish admission, patient placement, and continued care criteria.</p> <p>Criteria in place resulting in decrease admission for inpatient substance abuse.</p> <p>Addition Severity Index (ASI) utilized among Family Independence Temporary assistance (FITAP) referrals (standardized assessment to determine level of care and length of stay).</p>	
Education				

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1995 Recommendations	Dept.	*	Action Taken	Notes
Urge the Board of Regents to continue to conduct reviews of all degree programs to eliminate those that are low priority or unnecessarily redundant.	Board of Regents	I	More than 3,500 programs have been reviewed with 1,500 programs being terminated because of quality issues, unnecessary duplication or low completed status. This is an on-going process.	
Urge the Legislative leadership and Governor to jointly call an Education Summit to address the state's entire education system.	Board of Regents	I	The Board of Regents sponsored the first Higher Education Summit in December 1997, primarily for the four higher education boards.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
<i>Phase II</i>				
			Organization & Staffing	
Adopt the SECURE organizational standards as the criteria for evaluating present and future staffing levels. Recommendation: Eliminate 540 to 640 positions by increasing number of lane-miles per maintenance employee.	Trans. & Develop.	N	<p>Conclusion not Valid: incorrect data used.</p> <p>Louisiana Lane-Miles per maintenance employee is not significantly lower than other states.</p> <p>Eliminate 32 to 46 positions by merging Chase District into two other districts:</p> <p>Approximately 29 positions could be eliminated</p> <p>Legislature does not support elimination of District HQs</p> <p>Eliminate 90 to 135 positions based on organizational "standards":</p> <p>Conclusion not valid; standards have no quantifiable impact or are not applicable.</p> <p>However, 390 management positions are being reclassified as non-supervisory (MGT Recommendation)</p> <p>Consolidated HQ and District 61 (Baton Rouge) Automotive Maintenance Shop</p> <p>Transferred mobile weight enforcement to state police</p> <p>Transferred fuel inspectors to Department of Agriculture</p>	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Adopt the SECURE organizational standards as the criteria for evaluating present and future staffing levels.	Public Safety & Corrections	I	In FY 1997-98, the department eliminated 93 positions during the last budget cycle. Many of the long time vacancies discussed in the original report are due to the constant "churn" of entry level positions in the Motor Vehicle unit. The reallocation package in process at Civil Service will improve the budget unit's ability to attract quality employees who want to stay and have a productive career with the organization.	
Adopt the SECURE organizational standards as the criteria for evaluating present and future staffing levels.	Environ. Quality	I	<p>In the six months prior to implementation of the new organizational design scheme, positions which came open were filled only if the need was critical and could be justified.</p> <p>A restructuring should be accompanied by at least a 25% reduction in the number of functions performed.</p> <p>The reengineering project calls for the consolidation of inspection and permit activities in specific function-based divisions and the training of staff members to operate across environmental media, instead of only one.</p> <p>The largest percentage of consolidation will take place in the headquarters offices. Some establishment of management functions will take place in the regional offices for accountability and</p>	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Adopt the SECURE organizational standards as the criteria for evaluating present and future staffing levels.	Div. of Admin.	N	<p>These standards were given careful consideration, but were not applied as the methodology for containing growth in state employment. State department officials are responsible for managing the number of employees based on funding available</p> <p>As a result, the number of state employees has grown by only 161 from mid fiscal year 1995-96 through mid 1996-97, versus growth of over 7,200 during the last Edwards administration and over 4,100 during the Roemer administration.</p>	
Adopt the SECURE organizational standards as the criteria for evaluating present and future staffing levels.	Social Services	N	Numerous programmatic changes have occurred in four years since this recommendation and staff has been shifted as necessary to meet new priorities.	
Restructure certain state government agencies to reflect program priorities and achieve cost efficiencies.	Wildlife & Fisheries	P	<p>Examples include:</p> <ul style="list-style-type: none"> --consolidation of enforcement responsibilities from three program areas to one program area --transfer of the Oyster Survey Section from the Office of Mgt. & Finance to the Office of Fisheries --transfer of Waddill Urban Refuge in East Baton Rouge Parish from the Office of Wildlife to the Information and Education Section for use as an educational site. --Creation of an agency-wide motor pool by transferring 18 vehicles previously assigned to individual use. --designation of a single Contracts Administrator within the agency 	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Restructure certain state government agencies to reflect program priorities and achieve cost efficiencies.	Environ. Quality	I	DEQ has undertaken a complete agency-wide reengineering project designing the agency for results and customer focus along functional lines.	
Restructure certain state government agencies to reflect program priorities and achieve cost efficiencies.	Labor	P	Senate Bill 1506 of the 1997 Regular Session provided for the reorganization of the Department of Labor. Specifically, it provided for the creation and functions of the office of workforce development, office of regulatory services and the office of occupational information services. This legislation also abolished the office of employment security and the office of labor. This reorganization of the Department of Labor is ongoing and will result in an organization which accurately reflects program priorities and achieves cost efficiencies.	
The Organizational Model for Change: We recommend that the following "Organizational Model for Change" be adopted to evaluate present and future staffing levels: A. Prioritization of Programs B. Application of Staffing Benchmarks C. Strategic Investments in Technology	Legis-lature			
Under Organizational Model for Change: Prepare draft legislation to reflect the recommendations adopted by SECURE in Phase One of this process.	Legis-lature			

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1995 Recommendations	Dept.	*	Action Taken	Notes
Under Organizational Model for Change: Create a process by which department heads can appeal to Civil Service and/or the DOA for relief when cost savings can result from suspending overly restrictive state regulations.	Civil Service	I	In 1997, appointed agency undersecretaries began inviting the Director of Civil Service to meet with them in an attempt to solve common problems. The Director will make every effort to provide as much flexibility as possible.	
Under Organizational Model for Change: The state should examine its regulations regarding leased space in light of the administrative cost savings that can result from efficient groupings of staff.	Div. of Admin.	P	R.S. 39:1641B. Allows the DOA to lease space to house more than one state agency. However, funds for leasing space are appropriated directly to the individual agencies, who have shown little interest in being co-housed. This warrants further study.	
Under Organizational model for Change: Consistent with the development of the state's Fiscal Model, the Legislature should prioritize all state programs and base funding and allocation of staff according to the established priorities to prevent deficit spending.	Legis-lature			

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1995 Recommendations	Dept.	*	Action Taken	Notes
Under Organizational Model for Change: Create a Technology Innovation Fund to finance strategic investments in technology that demonstrate a high benefit to cost ratio.	Div. of Admin.	I	<p>Louisiana Technology Innovation Fund was established by Act 481 of the 1997 Regular Session of the Legislature</p> <p>Created position of Chief Information Officer by Executive Order 98-32</p> <p>Information Technology Master Plan completed by KPMG Peat Marwick</p> <p>Establishment of the LA Year 2000 Coordination Project Task Force and appointment of Project Officer</p> <p>Awarded \$4.2 million from the Technology Innovation Fund:</p> <ul style="list-style-type: none"> Wildlife & Fisheries Medical Center of LA at NO Public Safety Military Dept. LSU and LSU-Eunice 	
			Statewide Organizations	
Consolidate the functions of the Department of Elections and Registration in the Department of State and abolish the Department of Elections and Registration. Transfer the duties of the Commissioner to the Secretary of State.	State Elec. & Reg.	N	Must be done by act of Legislature. In 1997, House Bill 599 and Senate Bill 357 would have consolidated the two departments, neither measure passed.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Consolidate the programs of the Department of Natural Resources (DNR), the Department of Wildlife and Fisheries (WL&F), and the Governor's Office of Coastal Activities under a single DNR, WL&F.	Natural Resources	N	A comparison was done of the staffing patterns of the departments to determine the extent to which programmatic staff were potentially duplicated; no significant duplication was discovered. The reason for this is a difference in the missions of the two departments.	
Consolidate the programs of the Department of Natural Resources (DNR), the Department of Wildlife and Fisheries (WL&F), and the Governor's Office of Coastal Activities under a single DNR, WL&F.	Wildlife & Fisheries	N	It is not within the authority of either the Department of Natural Resources (DNR) or LDWF to implement this recommendation. However, LDWF does not support the recommended action as stated, and suggests that it be either modified or eliminated.	
The Legislature should direct all departments with environmental responsibilities to develop a mechanism to formally coordinate their activities.	Legis-lature			
Abolish boards that are inactive and investigate the status of those which have not responded to the Legislative Auditor's requests.	Legis-lature	I	Act 1262 of 1995 and Act 116 of 1997	

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1995 Recommendations	Dept.	*	Action Taken	Notes
<i>Department of Health and Hospitals</i>				
Work with the Department of Social Services to develop a comprehensive eligibility and benefits determination information system for entitlement programs.	Health & Hospitals	N	<p>DHH is currently working with DSS due to Congressional action regarding Welfare Reform. Since Welfare Reform severs automatic Medicaid eligibility from AFDC, a memorandum of understanding will be developed to clarify roles and responsibilities. For the same reason it may not be possible to develop a comprehensive eligibility and benefits system as federal rules have changed regarding automatic Medicaid eligibility for AFDC recipients.</p> <p>Between 1982 and 1994, the State attempted to develop an integrated eligibility system for AFDC, Food Stamps and Medicaid. Due to the complexity of merging these very different and rapidly changing federal programs, Medicaid was ultimately removed from the system.</p>	

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1995 Recommendations	Dept.	*	Action Taken	Notes
<p>Endorsement of below listed principals regarding DHH programs for inclusion in the state's new plan for health care delivery.</p> <p>1. The Legislature should require DHH offices and treatment facilities using Medicaid funds to budget without disproportionate share funding until it is known whether the state will receive the waiver.</p>	Health & Hospitals	N	<p>The current planned 1915(b) waiver will pilot only in a region of the state. To withhold disproportionate share funding from mental health facilities would force closure or extreme downsizing of those facilities or replacement of dispro funds with State General Fund. In 1996-97, DHH psychiatric hospitals are budgeted from dispro funds \$58 million to care for indigent patients.</p> <p>Dispro funds continue to be necessary to adequately fund mental health facilities as noted in 1995 response. Dispro funding for psychiatric facilities reduced as a result of Balanced Budget Act of 1997. There were no new state funding provided for mental health facilities.</p>	
<p>Endorsement of below listed principals regarding DHH programs for inclusion in the state's new plan for health care delivery.</p> <p>2. Follow the Oregon example to develop a prioritization process for all Medicaid procedures, including Medicaid options. Fund top priority procedures based on available state and federal funding.</p>	Health & Hospitals	P	<p>We believe the Beyond 2000 Plan adequately addresses priorities in the Medicaid program. The transition away from expensive tertiary care by involving Medicaid recipients in primary/preventive care whether in managed care arrangements or by establishing benefit packages under a voucher system that emphasizes prevention should alleviate reinstituted on a limited basis. It should be noted that the Louisiana Medicaid program is one of the states with the fewest optional programs in the nation.</p>	

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1995 Recommendations	Dept.	*	Action Taken	Notes
<p>Endorsement of below listed principles regarding DHH programs for inclusion in the state's new plan for health care delivery:</p> <p>3. Develop a plan for health care delivery that (a) Streamlines the regional management structure based on the services that will be provided (b) Improves efficiency and effectiveness of fragmented functions, including fiscal management, human resources and nursing home reform, if still administered by DHH.</p>	Health & Hospitals	P		

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1995 Recommendations	Dept.	*	Action Taken	Notes
Department of Social Services				
The department should perform a benefit-cost analysis regarding rightsizing Office of Family Support program offices.	Health & Hospitals	P	<p>DHH is in process of upgrading its system through the acquisition of state-of-the-art information systems including strip cards that will enable providers of services to access a data base describing eligibility status and benefit limits. A point of service (POS) pharmacy system for purposes of medication management, physician prescribing education and abuse prevention is in place now and serves as the precursor to the planned upgrade described above.</p> <p>DHH has been working for over a year to implement the new Medicaid Eligibility Determinations System (MEDS) which is due to be implemented in 6/99.</p> <p>DHH began phasing in implementation of strip cards in 3/98 and will be full operational by 1/99.</p> <p>DHH is planning to implement a Physician Point of Service (MS-POS) system in the near future. The purpose of the MD-POS is to process a Medicaid eligibility inquiry via a magnetic strip card and to process the claim while the recipient is in the physician's office.</p>	

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1995 Recommendations	Dept.	*	Action Taken	Notes
The department(DSS) should perform a benefit-cost analysis regarding right-sizing Office of Family Support program offices.	Social Services	I	<p>The OFS is mandated by the Louisiana Legislature to provide services on a parish level. We feel that this mandate best serves our customers. Combining offices would create an accessibility problem for our customers; accessibility is a major issue. With the implementation of welfare reform, having offices located in each parish is of even more importance. customers and employers have easy access to case managers who aid in the transition process.</p> <p>We are currently moving in the direction of right-sizing by combining administrative duties of some employees, thus reducing administrative overhead.</p>	
Work with DHH to develop a comprehensive eligibility and benefits determinations information system for entitlement programs.	Social Services	P	Complied with SCR 96 of 1995, completed the study and in February 1996 transmitted the recommendations to the House, Senate, and SECURE.	
Consider solving the Medicaid problem within the Medicaid program itself, not by cutting other important government services.	Div. of Admin.	I	A major accomplishment of the Foster Administration was to solve the Medicaid problem. Reliance on special concessions by the federal government has been eliminated and the solution to the problem was confined to the Medicaid program, itself. Growth in the program has also been contained. Total growth since FY1995-96 has been only 2.4%.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
<i>Employee Benefits</i>				
Reinvest one-third of the savings achieved from staff reductions into a pool for funding pay increases for state employees, to make salaries more competitive with southeastern states and private industry.		N		
Adopt different amortization schedules or other funding arrangements such as pension obligation bonds.	Div. of Admin.	N	POB's have been reviewed and evaluated (legislation was introduced in 1997 but failed), however as of this date no legislative action has occurred to utilize.	
Create a new Department of Human Resources to manage the state's most precious resource -- its people -- and provide with respect to employee classification, compensation, benefits, and training. Retain Civil Service Commission to protect state employees from potential political influence.	Civil Service	N	The Department of Civil Service and the Civil Service Commission are working very closely with the Office of the Governor, the undersecretaries, agency managers, and the Legislature to improve the human resources functions of state government. For these reasons, the Department and the Commission do not support this recommendation.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Department of Human Resources should develop a new compensation and benefits plan for new state employees. --Overriding purpose is to attract and retain outstanding employees. --Existing plans would be frozen and managed by DHR. --Allow and incent existing employees to join the new plans. --Treasurer should manage the money consistent with the cash flow needs of the new plan.	Civil Service	N	See above	
New plan should include such features as: --Competitive pay --Management by one board of high-ranking state officials --Defined contribution retirement plan --Retirement age 65 to collect benefits; 60 for police, firemen, prison guards, game wardens and other hazardous activity --Disability benefit --Reduction of leave to competitive normal levels --Cap conversion of leave for retirement --Competitive survivor and life benefits --May advise new employees that state may not provide or offer health care after retirement --At least cost neutral	Civil Service	N	See above	

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1995 Recommendations	Dept.	*	Action Taken	Notes
<i>Selected State Purchasing Practices</i>				
The Division of Administration (DOA) should ensure that complete procurement information for all state departments and agencies is available, including those on ISIS as well as those not on ISIS.	Div. of Admin. State Purchasing	I	A Standards Committee has been established to make these recommendations to the Commissioner of Administration for determinations such as: who must be on the ISIS system and for those departments or agencies not required to be on ISIS what information and in what form that information must be interfaced into ISIS.	
Office of State Purchasing (OSP) should use the contract usage data to evaluate the cost effectiveness of state contracts to determine which contracts to continue or discontinue.	Div. of Admin. State Purchasing	P	OSP is capturing and automatically updating detailed usage of state contracts now that it has converted to the Advanced Government Purchasing System (AGPS). However, not all agencies are processing their purchasing through AGPS. Manually submitted reports on usage, filed by the non-participating agencies, is a "cumbersome process", perhaps not comprehensive, and apparent are not being reviewed.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
OSP should track all administrative costs associated with state contracts. These cost components should include the cost to issue a state contract, a requisition, and a purchase order.	Div. of Admin. State Purchasing	P	According to the Legislative Auditor's report, administrative costs for establishing contracts vary to the point of being contract specific. Therefore, officials are not convinced of the usefulness of this information. OSP is beginning to track administrative cost and the various components of the job as the reporting capability of AGPS is modified and approved. Legislation is necessary to provide additional monies to OSP for increased staff to fully implement this recommendation.	
OSP should use the cost information to routinely evaluate the cost-effectiveness of state contracts. Contracts for which costs exceed their benefit to the state should be eliminated.	Div. of Admin. State Purchasing	I	OSP feels that all state contracts are cost effective when compared to the time and effort required doing individual bids. OSP continues to have limited staff and funding. The Procurement 2000 Plan developed by OSP, if funded, would address this recommendation.	
For low priced items, OSP should make cost evaluations in the areas suggested by the National Association of State Purchasing Officials (NASPO).	Div. of Admin. State Purchasing	I	OSP has implemented NASPO's evaluation criteria for low-priced items. OSP recognizes that some purchases are too small to justify the time and expense of soliciting bids beyond what is practicable. OSP has revised the Executive Order on small purchases to increase the dollar amount for handing informal quotes.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Update and review various aspects of the procurement code and other areas of state law dealing with preferences, exclusions, and exemptions. Review specification writing function for procurement as it relates to restrictive specifications.	Div. of Admin. State Purchasing	P	Executive Order MJF-1 eliminated preferences for minority and women-owned businesses; however, other preferences, exclusions and exemptions continue to exist and require statutory enactment to revise or eliminate. **SB1237 of the 1997 Regular Session introduced and died in the Senate committee. SCR116 of 1995 asked the Senate Finance and House Appropriations Committees to study this issue and propose legislation limiting preferences, exclusions, and exemptions as are absolutely necessary to maximize as much as practical the purchasing value of public funds; stayed in Senate committee on Finance.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
OSP should allocate resources to ensure that the necessary quality control functions are performed. These functions include inspection, testing, and acceptance of supplies, services and major repairs. If other recommendations are implemented, OSP should be able to reduce its administrative workload and increase its focus on these critical quality control functions.	Div. of Admin. State Purchasing	P	According to the Legislative Auditor's report, a reallocation of OSP resources alone will not support an effective quality control program. OSP believes a quality control function includes not only inspection, but a specification writing section dedicated to eliminating many problems on the front end. An increased quality control function additionally requires vehicles, travel budget, subscription funds and fees for testing laboratory, which are not included in the budget. ** Initial phase of Procurement 2000 Package is to revise the executive order on small purchases, revise the policy pertaining to services (PPM15) and increase the delegated authority to agencies. **OSP is currently implementing a program for consortia purchasing, and continuing to develop the credit card program.	
The DOA should ensure that compliance and operational audits are routinely conducted on purchasing operations.	Div. of Admin. State Purchasing	N	According to the Legislative Auditor's report, the Division agrees with the recommendation, but does not have the resources to establish and fund an audit section.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
OSP should consider allowing price as justification to allow purchases outside of state contracts.	Div. of Admin. State Purchasing	I	According to the 1995 Legislative Auditor's report, State Purchasing Rules and Regulations state that a lower local price is not justification for exception. To allow state agencies to justify circumventing the use of mandatory statewide competitive contracts on the basis of price along negates the integrity intended by the procurement code. OSP is currently reviewing statewide contracts and whenever practical making them non-exclusive contracts.	
OSP should simplify and streamline the process for justifying an agency's need to purchase items outside of state contracts, especially as it relates to quality and delivery.	Div. of Admin. State Purchasing	I	Effective June 20, 1995, OSP revised the rules and regulations that contain language as to why an agency may choose not to purchase items available on state contract. Chapter 17, Section 1701 lists those exceptions for contract use. In addition, OSP is making contract non-mandatory as stated in the above recommendation: <i>OSP should consider allowing price as justification to allow purchases outside of state contracts.</i>	

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1995 Recommendations	Dept.	*	Action Taken	Notes
OSP should clearly communicate the reasons agencies will be allowed to purchase items outside of state contracts.	Div. of Admin. State Purchasing	I	The State Purchasing Rules and Regulations 1701 lists the provisions by which an agency will be allowed to purchase items outside of state contracts. Valid reasons that are necessary, other than those listed in 1701, may be requested to the chief procurement officer and written approval granted. Agency purchasing officials are also informed of this procedure at annual agency seminars hosted by OSP. The rules and regulations appear on the OSP web page as well as addressed in "Frequently Asked Questions".	
The DOA should continue to study the benefits of consortia and Just-in-Time purchasing for some applications to alleviate delivery-related problems.	Div. of Admin. State Purchasing	P	July 1, 1996, OSP implemented Phase I to procure pharmaceuticals from our Group Purchasing Contract. OSP is in the final stages of completing Phase II, which allows medical supplies and laboratory supplies to be obtained through this method. Just-In-Time deliveries are satisfying agency needs while reducing inventory costs.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
OSP should establish guidelines regarding reviewing vendors' files when complaints against vendors have been received.	Div. of Admin. State Purchasing	I	OSP has established procedures currently in place regarding the handling of complaints against vendors. Standardized procedures and forms are currently in place and being used. This is another area that is addressed in the Procurement 2000 package under the vendor performance program.	
OSP should maintain a central log of all complaints received from agency purchasing officials to ensure that all are addressed in a timely manner.	Div. of Admin. State Purchasing	I	ISIS/AGPS has capabilities to centralize vendor complaints. However, an enhancement is required before a complaint can be researched and validated on a vendor's record. At this time, enhancement for this project received a low priority by the agency user group. The recommendation will be improved as technology is enhanced and made available to all employees. In addition, we have established a program that allows one person to track complaints to ensure responses are made timely. It is known as the OSP Buck Slip.	
OSP should establish formal time frames for following up on agency complaints against vendors.	Div. of Admin. State Purchasing	I	According to the Legislative Auditor, the Division agrees with the recommendation and anticipates that the capabilities offered through AGPS will enhance their opportunities to track complaints better. AGPS is currently being utilized to expedite the follow-up on complaints against vendors.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
OSP should work with agency purchasing officials to convince them that it will be worth their time and effort to file complaints.	Div. of Admin. State Purchasing	I	Currently when agency personnel contact OSP staff as to how to handle a complaint, they are advised that results can more readily occur if they participate. The Deficiency/Complaint Report has been circulated to agencies and they are encouraged to use it.	
OSP should review the maximum delegated purchasing authority and adjust it as needed to reflect the effects of inflation on real buying power.	Div. of Admin. State Purchasing	I	This recommendation has been implemented. OSP has raised the maximum delegation from \$5,000 to \$10,000.	
OSP should review the delegated purchasing authority limits allotted to individual state departments and agencies and make adjustments based on inflationary trends.	Div. of Admin. State Purchasing	I	OSP has been increasing or decreasing delegated authority, depending on the request received. Criteria for this increase/decrease is based on size, experience, training, and qualifications of agency purchasing staffs. OSP will not increase an agency's authority and allow them to increase staff size, or if their performance record does not justify an increase.	
OSP should review the small purchase solicitation thresholds and related bid requirements and make a recommendation to the governor to modify Executive Order EWE 92-53.	Div. of Admin. State Purchasing	I	The Governor's Executive Order, MJF 96-14 raised the small purchase threshold from \$5,000 to \$10,000. It also allows agencies the ability to use fax bids and written quotations to simplify the process. This Executive Order has been reissued and is now MJF 98-20.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
OSP should establish a schedule to periodically review and evaluate the various purchasing levels and make adjustments as appropriate to reflect the effects of inflation.	Div. of Admin. State Purchasing	I	OSP has been increasing or decreasing delegated authority, depending on the request received. Criteria for this increase/decrease is based on size, experience training, and qualifications of agency purchasing staffs.	
OSP should continue to explore potential benefits of electronic data interchange.	Div. of Admin. State Purchasing	I	All OSP contract information is currently available on the Internet. The OSP has revamped it's web page, which contains procurement rules and regulations, agency purchasing contacts, statewide contracts (which include a search engine enabling end users to find items available on state contract). Posting of Bid Solicitations is currently under evaluation as well as other aspects of electronic commerce.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
OSP should continue to explore potential benefits of purchasing schedules and catalogs.	Div. of Admin. State Purchasing	P	<p>Studies at OSP have indicated that some GSA schedule pricing may be very beneficial to the state; however, it has also shown that GSA schedules are not always lower than our state contracts. The DOA has funded an enhancement to the AGPS . It will allow for catalogs or schedules to be loaded directly into the system and be used by the agencies for purchase. This would also allow for the loading of GSA schedules. OSP is currently looking at more prime vendor contracts with Just-in-Time delivery considering overall cost and best value, as opposed to just low bid.</p> <p>In the 1997 legislative session we passed legislation to solicit bids utilizing best value criteria in the area of High Tech and Complex Services. We have utilized the solution based procurement method in areas of information technology. It allows the end user to define their problem and vendors to propose a solution to our requirement.</p> <p>The OSP will implement the Office Supply Contract December 1, 1998. This contract takes into account total cost of acquisition including Just-in-Time Delivery, Reporting</p>	
OSP should continue to explore potential benefits of credit card purchasing.	Div. of Admin. State Purchasing	I	<p>OSP's goals will be to implement pilot programs in some areas, as they are able to reallocate resources.</p> <p>OSP has met with various credit card vendors and are currently in the process of developing an RFP.</p> <p>The Steering Committee and Task Force charged with developing a statewide program for credit cards has been established. Implementation date is anticipated to be July 1, 1999.</p>	

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1995 Recommendations	Dept.	*	Action Taken	Notes
OSP should continue to explore potential benefits of consortia purchasing.	Div. of Admin. State Purchasing	I	Consortia's purchasing is currently in the final stage of implementation. No additional legislation is necessary or required.	
OSP should explore potential benefits of competitiveness measures.	Div. of Admin. State Purchasing	P	OSP currently uses the RFP process for hi-tech equipment and complex services. This allows solution-based and best-value procurement in this area instead of strictly low bid. Additional legislation is necessary to achieve this recommendation. We hope to introduce the necessary bills in the 1999 legislative session.	
Planning, Budgeting, & Program Evaluation System				
Mandate the preparation and periodic updating of a statewide strategic plan.	Div. of Admin. Office of Plan. & Budget.	I	Act 1465 of the 1997 Legislative Session requires all state departments and agencies to prepare five-year strategic plans. Initial strategic plans were due 7/1/98. Plans must be updated, at a minimum, every three years. All 20 state departments have prepared five-year strategic plans.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Mandate the preparation and periodic updating of individual department strategic plans.	Div. of Admin. Office of Plan. & Budget.	I	Three statewide strategic planning processes are underway: --State Master Plan for Economic Development to be presented to the Legislature by 12/30/98. --Workforce Development Strategic Plan - Louisiana Workforce Commission completed their strategic plan in 1997. --Children's Cabinet Comprehensive Plan - plan that will coordinate the policy-making and planning for programs providing services to children. To be developed by 1/31/99.	
Enforce the mechanisms that have already been established for implementing a program budgeting system.	Div. of Admin.	I	Act 1465 of the 1997 Legislative Session mandates performance-based budgeting, including requirements for strategic planning, operational planning, and performance accountability. For approximately three years the state has had a program budgeting system.	
All state departments should complete their operational plans on an annual basis. The departments should ensure that performance indicator data remain consistent over time and are updated regularly.	Div. of Admin. Office of Plan. & Budget.	I	Act 1465 of the 1997 Legislative session mandates the preparation of annual operational plans. Performance indicator data are reported annually in operational plans and other budget request data. Progress toward annual performance standards is reported in quarterly performance progress reports.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
All state departments should complete their operational plans on an annual basis. The departments should ensure that performance indicator data remain consistent over time and are updated regularly.	Health & Hospitals	P	DHH submitted its Operational Plan for SFY 1999-2000 on 10/30/98.	
All department heads should complete the Act 160 reports on an annual basis. These reports are useful because they require state departments to evaluate their programs and activities.	Div. of Admin.	I	Act 911 of 1995 requires the submission of these reports by December 5 of each year to the Governor, the Commissioner of Administration, the House Committee on Appropriations, the Senate Committee on Finance, and the standing committee of each house of the legislature having responsibility for oversight of the department.	
Office of Planning & Budgeting (OPB) should complete the progress profile reviews and continue to conduct site visits. These reviews are important in that they allow OPB to examine the operational and strategic performance of each department.	Div. of Admin.	I	OPB analysts make site visits each year. OPB analysts review progress toward accomplishment of program goals and objectives during the annual budget development process DOA, as the official record keeper of performance information, maintains an electronic performance database, the LA Performance Accountability System (LaPAS) allowing access to Internet data. The Commissioner of Administration conducts annual meetings at which department and agency managers may "appeal" the commissioner's budget recommendations for the upcoming fiscal year. All "appeals" must be based on performance impact.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
OPB should assist all state departments in developing performance indicators that measure program effectiveness.	Div. of Admin. Office of Plan. & Budget.	I	<p>Since 1989, the OPB has provided technical assistance in all aspects of strategic planning operational planning and performance accountability to any state entity requesting this assistance.</p> <p>Since 1991, MANAGEWARE, the state's management manual has provided detailed instructions on the development of performance indicators.</p> <p>By September 20 of each year, the OPB prepares and distributes a package of detailed budget preparation materials. In this package is an operational plan format, with guidelines and instructions, including detailed budget preparation materials. In this package is an operational plan format, with guidelines and instructions, including detailed information on performance indicators.</p> <p>The OPB encourages benchmarking for best management practices and provides assistance for such.</p>	
OPB should require all state departments to categorize their performance indicators by type.	Div. of Admin. Plan. & Budget.	I	State departments and agencies must identify performance indicators, by category, as part of the performance indicator documentation attached to their five-year strategic plan.	
OPB should provide formal training to all state departments on strategic planning, operational planning and performance indicator development and schedule this training on a regular basis.	Div. of Admin.	I	The OPB provides formal training on strategic planning, operation planning, and performance accountability. This training is provided July - October.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
OPB should rely more heavily on individual departments' input into the development of performance indicators.	Div. of Admin. Office of Plan. & Budget.	I	<p>Performance indicators are first identified, developed, and documented by departments and agencies in their strategic plans.</p> <p>Performance indicators are reported by departments and agencies in their operational plans. Departments and agencies are asked by OPB to designate those indicators considered to be key.</p> <p>Operational plans are the starting point for development of performance information for the Executive Budget, and both the General and Ancillary Appropriation Bills.</p>	
OPB should rely more heavily on individual departments' input into the development of performance indicators.	Health & Hospitals	I	It is the Department's understanding that this is being done.	
OPB should expand the monitoring of all state departments' activity in the area of performance indicator development to ensure that appropriate and reliable indicators are being created.	Div. of Admin.	I	<p>Under Act 1465 of the 1997 Legislative Session, the Office of the Legislative Auditor is responsible for assessing the validity and reliability of performance indicators.</p> <p>Departments and agencies are required to provide information documenting the validity, reliability, and appropriateness of each performance indicator as part of their strategic plans.</p>	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Legislature and Legislative staff should use the information provided in the Program Narrative of the Executive Budget in the development of budget decisions.	Div. Of Admin.	I		
The Consensus Estimating Conference should function as required by state law.		I		
<i>Fiscal Model for State of Louisiana</i>				
Eliminate all spending dedications in constitution except for debt service and unfunded accrued liability OR Appropriate no more than 97% of the official revenue estimate.	Legis-lative			
<i>Allocation of Louisiana's Monetary Resources</i>				
Enact legislation that would eliminate inactive statutory dedications.	Legis-lative			

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1995 Recommendations	Dept.	*	Action Taken	Notes
Take other action that would free up some of the general fund to better allocate Louisiana's monetary resources. For instance, earmarking need not be excessively rigid; it could be adjusted by the Legislature. Earmarked revenues could also be made subject to minimums and maximums, with excesses going to the general fund and shortfalls being made up from the general fund. The Legislature could also subject earmarking to sunset provisions, whereby they are automatically reviewed at certain time intervals to determine if they should be continued.	Legislative	N		
The DOA and/or the State Treasurer's Office should annually prepare information on the amount of revenues credited to each revenue dedication for which a special fund has been established. This can be a separate report or incorporated into the state's Comprehensive Annual Financial Report.	Div. of Admin.	I	This finding is redundant, since this information was already being reported in this format prior to the report finding.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
<i>Competition & Privatization Measures in State Government</i>				
<p>Establish an independent, centralized entity that introduces competition and innovative management practices into Louisiana state government. The duties of that entity should include the following:</p> <ul style="list-style-type: none"> --Developing detailed cost analyses and comparison models --Analyzing individual functions and services on a case-by-case basis to determine what method of delivery offers the best performance at the most reasonable price --Reviewing the state's constitution, statutes, rules, and regulations to identify any legal barriers to implementing cost saving measures --Proposing legislation to have legal barriers removed or eased --Including all affected parties in the decision-making process --Developing systems to measure contract performance 				
<p>The above mentioned entity shall consist of:</p> <ul style="list-style-type: none"> --Governor --President of the Senate --Speaker of the House of Representatives --2 Committee of 100 appointees --1 Council for A Better Louisiana Appointee --1 Public Affairs Research Council appointee 				

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1995 Recommendations	Dept.	*	Action Taken	Notes
In establishing the above mentioned entity, the Legislature shall adopt specific recommendations on the services to be subject to competition and to provide for the procedures to be followed in order to implement the entity's recommendation(s) including: --Requiring the recommendation(s) to be submitted to the Governor, who shall have a period of 60 days within which to submit a report to the Legislature, setting forth the Governor's position. --Requiring that the entity's recommendation(s) shall be submitted to the Legislature at the expiration of the 60 day period with the Governor's report. Unless the recommendation(s) are rejected by a majority vote of both houses of the Legislature within 90 days from the date the recommendations are filed with both houses, the recommendation(s) shall be deemed approved and shall be implemented.				
Reduce sales tax to 2.5% keeping a broad base.	Legis-lative			
Impose a flat rate tax of 3.5% with declining standard deduction/personal exemption; no deduction for higher income levels.	Legis-lative			
Reduce homestead exemption to \$2,000 for all new millages and reduce homestead exemption to \$2,000 over 10 years for all existing millages.	Legis-lative			

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1995 Recommendations	Dept.	*	Action Taken	Notes
Lower corporate rate to 6% and eliminate federal deductibility.	Legislative			
Remove debt from the base of the corporate franchise tax; phase in over 5 years.	Legislative			
Discontinue the 10 year industrial tax exemption.	Legislative			
Honor all existing tax exemption contracts with renewals. All new contracts to be for 5 years only for next 10 years. Discontinue after 10 years are up..	Legislative			
Remove state sales tax on machinery and equipment by phasing in over 5 years.	Legislative			

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1995 Recommendations	Dept.	*	Action Taken	Notes
Education				
Early Childhood				
Fully fund the Model Early Childhood program for all at-risk four-year-old children and reinstate funding for evaluating the results.	Elementary & Secondary Education	P	<p>* BESE increased the 8(g) funding for preschool programs from \$3.25 million in 1997-98 to \$6.65 million in 1998-99</p> <p>* Local school systems are allowed and encouraged to align other funds with 8(g) allocations to serve even more four-year-olds</p> <p>* No administrative costs are charged to this program. The entire \$6.65 million is flow through to the local school systems</p> <p>* Each 8(g) preschool program is required to measure the developmental growth of the participating children from the beginning of the school year to the end of the school year.</p>	
Fund the Model Early Childhood (MEC) prekindergarten program to cover every at-risk four-year-old child.	Education Elementary & Secondary Education	P	<p>65 of 66 school systems offer one or more programs. Approximately 15,000 at-risk 4-year-olds are currently being served.</p> <p>State general funds monies have not been allocated to adequately expand early childhood programs to cover every at-risk 4-year-old child. The Department of Education has requested funding for the past three years. The 8(g) Early Childhood Program had an increase for the 1998-99 school year of approximately \$3.4 million over last year's funding.</p>	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Reinstate MEC program evaluation.	Elementary & Secondary Education	N	<p>The original MEC longitudinal evaluation is continuing with the Starting Points program, and the 8(g) and Even Start programs have different evaluation processes.</p> <p>Efforts are underway for common data collection across all of the early childhood programs to look at program impact comprehensively.</p>	
Reinstate MEC program evaluation.	Education	N	MEC program evaluation has not be reinstated.	
Provide funding and authority for the Children's Cabinet to act as a central coordinating entity.	Div. of Admin.	I	The Children's Cabinet has a recurring operating budget of \$100,000. Act 5 of the First Extraordinary Session of 1998 reenacted the Children's Cabinet and created a Children's Cabinet Advisory Board. The Cabinet and its advisory board have been very active enactment in 4/98. It will for the first time ever make budgetary recommendations to the Commissioner of Administration for consideration in preparation of the Executive Budget for FY 1999-2000.	
Empower and provide funding for the Children's Cabinet to act as a central coordinating agency.	Education Elementary & Secondary Education	I	The Children's Cabinet has been reestablished and has recommended as one of its top priorities \$16 million for early childhood programs.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Implement the Primary School Reform Initiative.	Education Elementary & Secondary Education	I	The Primary School Reform Initiative was implemented during the 1994-95 school year. Funding was discontinued after the 1996-97 school year.	
Ensure that children enter school ready to learn by providing parent education and higher day care standards.	Elementary & Secondary Education	I	All of the 8(g) preschool programs include a parent involvement component. A sample survey done by our program evaluators indicates that 26% of the programs included home visitations by the classroom teachers, while 74% of the programs offered training to parents on a variety of topics related to effective parenting.	
In theory, invest in parent education and home visitation programs for at-risk families.	Education	I	Adult Education, Even Start Family Literacy, and the Home Instruction Program for the Preschool Youngsters (HIPPY) were combined into one section (Adult and Family Literacy Services) of a Division (Adult Education and Training). All three components are very much involved in parent education and home visitation programs for at-risk families.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
School-to-Work				
Prepare students to move from school to the workplace by modifying the curriculum and continuing to develop state-of-the-art "school-to-work" programs.	Education	I		
Continue developing a state-of-the-art school-to-work program. --Federal monies will cover on-going program costs --Incorporate Goals 2000 network	Education	P	School to work efforts in Louisiana are taking hold in numerous ways and through the collaborative endeavors of many. Louisiana is in the second year of a five year federal School to Work Grant. These funds have been used to: assist school counselors in developing Standards for Model Counseling Programs; assist Middle Schools in their focus of career exploration; co-host a major statewide conference for Tech Prep, High schools That Work, School to Work; Establish resource center at each regional Service Center; employ a person to coordinate implementation of Career Options/Act 124 with local school districts.	
Implement the Occupational Information System.	Education	I	The Adult Education Information System (AEIS) has been developed for common data collection across all adult education programs. Common intake, assessment, and placement are being coordinated with the Department of Labor.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Implement the Occupational Information System.	Board of Regents	I	LA Workforce Commission charged with developing a comprehensive labor market information system: **consumer information on employment & training ** report card & performance information on workforce development programs **projections on workforce growth, job growth and demand statewide and by geographic region. **creation of system is underway and should be up and running shortly in compliance with Act 1 of 1997.	
Build a positive image for vocational education by encouraging students to work part-time in their area of interest and promoting the importance of school-to-work programs.	Education	I	**Implemented summer internships, a youth apprenticeship program, job shadowing, career academies, school-based learning opportunities for students across the state. **Over 6,000 students participated in cooperative education programs in Health , Business, Marketing and Trade and Industrial last year. **Every high school student will have a five-year educational plan based on a career major. **Every middle school student will have participated in at least six career awareness activities during school year 98-99.	
Technology				

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1995 Recommendations	Dept.	*	Action Taken	Notes
Continue to develop, coordinate and implement a state-wide technology plan to create 21st century classrooms for Louisiana's students.	Education	P	Review and fund Classroom Based Technology and Technology Literacy challenge "Technology Improvement Grants" and Professional Development Grants" for 97-98 and 98-99.	
Set standards, outcomes, and assessment tools to assess student skills in word processing, spread sheet ability and data base management.	Education Secondary & Elementary Education	N	Recommend elimination of this recommendation. Rather than setting standards and assessments for students in word processing, spread sheet ability, and database management, the focus is to integrate technology into instruction and learning in all subject areas rather than as a stand alone subject or topic.	
Provide leadership, training, and funding for this technology.	Education	N	See above	
School Finance				
Increase teacher pay to the average of Southern Regional Education Board states.	Education	P	In FY 96-97 the pay enhancement for teachers was approximately \$60 million. In FY 97-98 the pay enhancement for certified staff was approximately \$80 million. In FY 98-99 the pay enhancement for certified staff is estimated at \$73 million. The Budgeted Salary for classroom teachers in FY 97-98 was \$30,900 (per FTE calculation) this does not reflect pay raises given in FY 98-99. It is estimated to cost over \$200 million to move Louisiana's average teacher up to the SREB average.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Develop a mechanism to ensure that local school boards contribute their share of the minimum Foundation Program (MFP).	Education	I		
Require state to meet obligation to fully fund the Minimum Foundation Program (MFP).	Education Elementary & Secondary Education	P	Per HCR 104 the MFP formula will be fully funded by the FY 1999-2000.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Request that the Public Affairs Research Council conduct a comprehensive review of the elementary and secondary funding and develop appropriate legislation to resolve the pending legal problems of the local match and the state obligations to fully fund the MFP.	PAR	P	PAR stated that it did not receive a formal request to do this study. However, Jackie Ducote, President of Par, issued a Bulletin dealing with some aspects of the formula and is currently working on an MFP primer.	
Foster additional site-based decision making by allowing and encouraging school level budgets and site-based management.	Education	I	The Department of Education publishes the Annual School Level Report (Bulletin 1976). The objective of this document is to estimate site level expenditure profiles for each school site in the state. The Profile of Education personnel (PEP) staff database contains employee function information, salary data, and site assignments. Combined, this data provides the basis for a major portion of the total education expense to be properly assigned to the appropriate school or administrative site.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Alternative Delivery Systems				
Encourage innovation and competition by allowing local school systems to establish demonstration programs designated to increase learning opportunities.	Elementary & Secondary Education	P	<p>* School systems are encouraged to design innovative programs and/or strategies to improve student achievement with both their block grants and competitive grants.</p> <p>* The 8(g) program evaluators nominate those programs which in their opinion are either exemplary or innovative.</p> <p>* Charter Schools. Program offers opportunity for groups or individuals to establish and operate schools which are free from many of the rules and regulations imposed on regular public schools. They receive funding similar to that of the MFP; some eligible for start-up loan funding.</p> <p>* Currently LA has 11 charter schools in operation and two others approved for FY 1999-2000.</p>	
Amend the law as necessary to permit and encourage local school systems to establish a limited number of demonstration projects to provide increased student learning opportunities using alternative delivery systems (such as, but not limited to, privatization, charter schools, and school choice) for the provision of public educational services subject to minimum state control but maximum accountability, observation, and evaluation.	Education Elementary & Secondary Education	I	During the 1998 Regular Legislative Session, \$2 million was placed in the alternative school fund for the purpose of creating new or expanding existing alternatives schools/programs. Eleven schools have received funds based on a competitive process.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Establish a school improvement fund to assist schools in innovative experimentation.	Elementary & Secondary Education	I	Comprehensive School Reform Demonstration Program (Federal) (3million) BESE is requesting \$3 million to be allocated to school in Corrective Actions I. These funds are to be used as seed money to improve student achievement.	
Accountability				
Hold schools accountable for performance by evaluating results and building in rewards and sanctions.	Education	I		
Implement the State of Louisiana Performance-Based Accreditation Program.	Education Elementary & Secondary Education	N	A comprehensive school accountability system has been developed to hold schools accountable for student achievement. Schools will receive School Performance Scores based on student achievement data, attendance and drop out rate. Schools will be expected to achieve Growth Targets as they move toward 10 and 20-year goals.	
Build on Progress Profiles to include the following: --Measure of parent involvement --School board member hours	Education	P		

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1995 Recommendations	Dept.	*	Action Taken	Notes
Develop and pilot alternative student assessment tools.	Education Elementary & Secondary Education	I	An alternate assessment will be developed for students with disabilities that do not participate in the regular statewide assessments (LEAP 21 and Iowa). This assessment will be administered to approximately 2% of students by the year 2000.	
Continue to improve personnel assessment.	Education Elementary & Secondary Education	I	<p>A mentoring program for new teachers was piloted during the 97-98 school year and is fully implemented for the 98-99 school year. In addition, criteria have been added to the new teacher assessment program that address school improvement, student assessment, and technology.</p> <p>New standards for principals were adopted in June '98 and are to be included in local personnel evaluation plans for administrators beginning with the 99-00 school year.</p> <p>The Department is in the process of implementing the Civil Service Performance Planning and Review Program for all classified employees. The Department's Personnel Office has conducted a series of training sessions to orient staff and the phase-in of the program has begun.</p>	

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1995 Recommendations	Dept.	*	Action Taken	Notes
State Department of Education				
Focus greater educational authority in the executive branch to increase the efficiency with which educational reforms are implemented. <u>MODIFIED RECOMMENDATION</u>	Elementary & Secondary Education	I	The effectiveness of educational reform requires a long-term commitment and collaboration from all three of the state level governing entities: Governor, Legislature, and State Board of Education. It also involves empowering schools and districts with more decision making responsibility, and holding them accountable for results.	
Create a more proactive role for the State Department of Education (increased leadership, accountability, coordination).	Education Elementary & Secondary Education	I	The Department of Education has completed major reorganization of the Department by first considering the major functions of the agency. Once determined the Department organizational/restructured itself with new staffing levels aligned with the SDE functions. In addition, the classified Civil Service Education series was re-worked and the administrative levels were collapsed and flattened.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Prioritize programs using cost-benefit analysis.	Education Elementary & Secondary Education	P	<p>The Department of Education created an alignment between its five-year strategic plan with specific performance indicators and a one-year operational plan. The overall picture on cost/benefit is the total cost of all educational services per citizen and the benefit is improvement of the social and economic well-being of Louisiana's citizens as measured by indicators such as literacy rate, per capita income, incarceration rate, etc.</p> <p>Completed major reorganization of the Department by considering the major functions of the agency.</p>	
Change BESE to a Governor-appointed board (with 11 members); require the Governor's Education Advisor to be a board member; retain at least 25% of the previous board to ensure continuity; do not set term limits; board member qualifications and criteria should be established.	Elementary & Secondary Education			
Eliminate 13 support staff to bring number of support staff to target benchmark level of 15% of total staff.	Education Elementary & Secondary Education	P	<p>Reduced the number of support staff from 145 to 133. Through reorganization, 25% of our organizational units meet the support staff target of 1:6, and through a freeze on hiring support staff and attrition, the other units are working toward the target.</p>	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Eliminate public funding of private school textbooks, transportation, and school lunches (Supplemental Education Assistance).	Education	N	<p>The legislature appropriated an amount of monies for non-public funding of private school textbooks, transportation, school lunch and required services. Those appropriations over the last three years: FY 96-97 \$23,061,561; FY 97-98 \$26,442,661; FY 98-99 \$28,235.011.</p> <p>"School lunches" funding provided by Federal flow through funds as determined by Federal Law and Regulations.</p>	
Request that the legislative auditor conduct a comprehensive review of the Church-Based Tutorial Program to determine the merits of the program and appropriate placement and funding.	Education Elementary & Secondary Education	I	<p>The Legislative Auditor performed a compliance audit of the program approximately two years ago. The Internal Audit Division performed a compliance audit recently and is preparing to conduct a follow-up audit.</p> <p>The CBTP has been moved to the office of School and Community Support under new leadership and is being aligned with our state curriculum and community services. Federal funds are no longer used in CBTP.</p>	
Community Colleges				
Direct the Board of Regents to reexamine the funding formula and urge the Legislature to mandate that the funding formula be fully implemented.	Board of Regents	I		

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1995 Recommendations	Dept.	*	Action Taken	Notes
Establish a separate community college system, phased in and built upon the resources of the current technical institutes.	Board of Regents	I	To be fully implemented July 1, 1999. Acts 151 of 1998 (First Special Session)	
Establish a separate comprehensive community college system.	Education Board of Regents	I	<p>The 1998 Legislature adopted Act 170 and Act 151 as Constitutional Amendments in order to provide implementation of the four recommendations by the SECURE Commission. The legislation moves technical colleges and community colleges to the LCTC Board (excluding LSU-Eunice, LSU-Alexandria, and Southern University-Shreveport), which officially begins doing business July 1, 1999</p> <p>The new system provides for the sharing of resources such as facilities, equipment, instructional staffs, etc. and calls for the development of articulation arrangements.</p>	
Phase in and build on the resources of the current technical institutes to create this system.	Education Board of Regents	I	see above	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Continue to support the remaining technical institutes and develop stronger ties to community colleges.	Education Board of Regents	I	see above	
Govern the combined community college and technical programs under one institutional administration.	Education Board of Regents	I	see above	
Update the state's educational programs to reflect industry trends and needs.	Education Board of Regents	P		
Remediation				
Urge high schools to identify deficiencies during students' sophomore or junior years and provide remediation, retesting and counseling. Focus on importance of ACT for remediation in junior year. Urge post secondary institutions to clarify their admission requirements and fully inform high schools, students, and parents of their remediation policies.	Education Elementary & Secondary Education	I	<p>Each campus of the Technical College system has a clearly defined admission policy in the student handbook. Students are required to take an entrance test (TABE) and remediation is provided to the students who do not score the entrance level requirement.</p> <p>Based on results of 9th grade Iowa Test scores and 10th/11th Graduation Exit Exam scores, students who are in need of remediation are identified and provided. Retest opportunities are provided.</p>	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Increase access and lower costs of remedial courses required for admission to college by greater use of community colleges and technology.	Board of Regents	I		
Strengthen the quality of core academic courses required for admission to college.	Board of Regents Education	I	The quality of core academic course continues to become more rigorous with (1)the development and implementation of the content standards, (2)local curriculum development, (3)and the upcoming implementation of statewide assessments in English, Math, Science and Social Studies.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Evaluate the effectiveness and publish the results of remediation activities.	Board of Regents			
Establish minimal admission standards for colleges, and then higher standards once community college system is put in place.	Board of Regents			
Articulation				
Louisiana must establish an effective state-wide articulation process including the establishment of an articulation council with fall semester, 1996.	Board of Regents	P	<p>**Board of Regents has under development, with representatives from all institutions, an "articulation crosswalk"; identifies set of common course offerings that articulate among all institutions</p> <p>** Act 151 requires that by fall term of 2001 Board of Regents shall:</p> <ul style="list-style-type: none"> --cause to have adopted and implemented articulated units of course work common among specified programs. --Act 151 requires that no later than the fall term of 2002, the Board of Regents shall have provided for the implementation of a computer-based system of articulation assessment that is accessible by all postsecondary students --Under Act 151, by the fall term of 2000, the Regents, BESE, and Community & Technical College Board shall implement agreements that provide opportunities for secondary students to take technical & community college courses 	
Louisiana must establish an effective state-wide articulation process including the establishment of an articulation council with fall semester, 1996.	Elementary & Secondary Education	P	Through the Tech Prep efforts of secondary high schools and postsecondary technical college, 175+ articulation agreements have been developed to articulate credit from secondary to postsecondary programs.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Require community colleges and four-year institutions to agree on a general education core curriculum by fall semester, 1996.	Board of Regents	P		

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1995 Recommendations	Dept.	*	Action Taken	Notes
Require community colleges and four-year institutions to agree on a general education core curriculum by fall semester, 1996.	Elementary & Secondary Education	P	The LA Technical College System has 15 hours of core curriculum general education offerings in its Associate of Applied Technology Degree programs, which are transferable among all 42 technical college campuses. In the preparatory full-time Workforce Development (hands-on training) programs, all courses are standardized and credits are also eligible for transfer among the 42 campuses	
Increase institutional, student, and parental awareness of transfer requirements.	Board of Regents	I	The Board of Regents' current "articulation crosswalk" has been published and is available as well on the BoR website and through the Louisiana Library Network. Work is slated to begin soon on the initial development of the computerized articulation system as required by Act 151.	
Increase institutional, student, and parental awareness of transfer requirements.	Education	P	There has been an increased effort in the past three years for more articulation agreements with the secondary system as is evidenced by the number of agreements today.	
Simplify the transfer process and use an electronic transfer system like that provided by SPEEDE.	Board of Regents	P		

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1995 Recommendations	Dept.	*	Action Taken	Notes
Implement a common course numbering system with fall semester, 1996.	Board of Regents	P		

SECURE LOUISIANA: *Status Report 1999*

1995 Recommendations	Dept.	*	Action Taken	Notes
Institutional Focus				
Build on existing program review procedures for duplicative or low priority programs and strengthen incentives for program elimination.	Board of Regents	I		
Require institutions and Board of Regents (BOR) management boards to identify and monitor the cost savings achieved by program reductions.	Board of Regents	I		
Create a bonus system which returns a portion of savings back to institutions for reallocation to quality programs.	Board of Regents	I		
Implement a three-stage bottom-to-top program review process.	Board of Regents	P		
Public Support				
Develop a state-wide coordinated program to generate support for post secondary education.	Board of Regents	P		
Coordinate efforts with those of the Commission for the 21st Century.	Board of Regents	I		

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1995 Recommendations	Dept.	*	Action Taken	Notes
Provide public and legislature with progress reports on issues of concern.	Board of Regents	I		
Provide incentives for institutions to build relationships with business and industry in local area, state and region.	Board of Regents	I	Various efforts are underway to stimulate relationships between higher education and business and industry: **The Industrial Targets Advisory Committee **Participation and collaboration with the Administration and the House Appropriations Committee on recent economic development plans and initiatives. particularly the Vision 20/20 plans **More focused efforts on linking higher education programs and activities to economic development	
Provide incentives/opportunities for institutions to engage in outreach programs.	Board of Regents	P	The BoR proposed Performance/Incentive funding strategy includes a "Mission Specific" which is designed to address the particular social, cultural and economic development needs of an institution's service area.	
Governance				

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1995 Recommendations	Dept.	*	Action Taken	Notes
Reexamine the funding formula and mandate that the new formula be used to determine funding. The new formula should consider factors such as the mission of the institutions, enrollment, faculty salaries, teaching and research, and selective and open admissions.	Board of Regents	P	<p>The funding formula is currently under review and revision with efforts directed toward:</p> <p>**Making the formula more sensitive to the role, scope and mission of each institution and less sensitive to the level of enrollment</p> <p>**Identifying better methods to target the appropriate funding levels for each institution</p> <p>**Incorporating a "Performance/Incentive" funding component into the funding mechanism</p> <p>**Developing appropriate funding rationales for all institutions of the higher education system.</p>	
Budgetary shortfalls should impact all schools equally through proportional reduction of their funding formula. E.g., if the budget for higher education is funded at 80%, then all schools should receive no more than 80% of their funding formula allocation.	Board of Regents	P	This recommendation is being discussed in the formula meetings conducted at the Board of Regents.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Increase state funding to the SREB average over a period of five years. Recommend that tuition be frozen at the current levels if the new funding is provided.	Board of Regents	P	Some progress is being made. The called for increase in funding relates to the appropriation process. The 1996-97 General Appropriation Bill includes an amount designed to provide salary increases of from 4 to 12% for academic rank faculty. In many cases, these increases will raise affected faculty member's salaries to the SREB average for their rank and institutional category. Funding across the board, however, remains below the SREB average.	
Make management boards' terms concurrent with governor; retain at least 25%; limit members' terms and require training and orientation prior to board activity as long as it doesn't affect accreditation.	Board of Regents	I		
Remedy inconsistency in number, appointment, and term of BOR members.	Board of Regents	I	Act 169 of 1998 E.S. (Constitutional Amendment)	
Additional Recommendations				
Request that the Public Affairs Research Council conduct a comprehensive review of all staff training programs and develop a singular approach to training and funding.	Board of Regents Education			

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1995 Recommendations	Dept.	*	Action Taken	Notes
Conduct a public information and awareness initiative to restate the value of education, requesting funding support from Goals 2000. Goals 2000 money may cover costs.	Education			
School Board Association should provide training for new school board members.				
Adopt a system name for the Board of Trustees Institutions consistent with the LSU and SU systems.	Board of Regents	I	Act 168 of 1998 E.S. (Constitutional Amendment) changed name to Board of Supervisors for La. University of Louisiana System.	
Economic Development				
State Leadership in Economic Development				
Establish an Economic Development Council to provide statewide leadership and direction in economic development.	Div. of Admin.	I	The Louisiana Economic Development Council was created by the Legislature in the 1996 First Extraordinary Session (Act No. 30, HB 26.)	
Develop an economic development strategic planning process.	Econ. Develop.	P	A draft of the strategic plan is currently being reviewed, and once a final version is approved by the Council, it will be submitted to the legislature for approval during the 1999 legislative session. The plan is intended for use as a state-of-the-art marketing tool for the Governor, Legislature and economic development entities statewide.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Consolidate economic development agencies and eliminate unnecessary programs during the consolidation process, including state-created boards and commissions.	Econ. Develop.	N	The economic development functions of other state agencies are generally directly tied to the major function of the agency. For Example, the Department of Agriculture and Forestry's marketing and development activities dovetail closely with the Department's responsibilities and expertise. DED could not efficiently duplicate that background. The most efficient approach is to have close working relationships with such agencies in those matters concerning economic development.	
Establish the Department of Economic Development as the information clearinghouse for state information related to economic development.	Econ. Develop.	P	DED was named the LA Economic Development Information Clearinghouse by Act 482 of the 1995 Regular Session. ...the operation went unfunded in FY96-97 budget. In 10/96 the operation was funded at a three position level and given 7 months of funding. Neither salaries nor dues and subscriptions ever became annualized.	
Reallocate funding from Small Business Bonding to higher priority needs within the Department of Economic Development.[SHOULD BE ELIMINATED]	Econ. Develop.	N	The recommendation was made based on a program as it existed in 1995. The present small business bonding program was completely restructured during the 1996 special session of the legislature and further defined and structured during the 1997 regular session of the legislature. The program as it exists today, serves a need for small disadvantaged businesses which in our opinion is a high priority need within the DED.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Create an Economic Development Fund to be used for statewide needs identified by the Economic Development Council.	Econ. Develop.	N	This is an excellent recommendation. The Department's suggestion would be to create a single economic development fund that would incorporate and expand the Economic Development Awards program and the Workforce Development and Training Program, plus related activities. Further, while the monies should be earmarked for economic development needs, they should not be specifically dedicated to any particular activity in order to permit the maximum flexibility in the use of the monies. Together with other known needs, it is the Department's estimate that \$50 million a year should be appropriated to the proposed Economic Development Fund.	
<i>Business Taxes and Incentives</i>				
Enact a revenue neutral restructuring of the tax system, with full implementation within 10 years.	Econ. Develop.	N	The state's current tax structure is a major obstacle to economic development and one which the Department faces each time it is in competition with other states for an industrial or business project. A restructuring of the tax base would make Louisiana more competitive and greatly reduce the need to offer tax incentives to new or expanding industry.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Establish a payroll-based incentive program.	Econ. Develop.	I	Louisiana's Quality Jobs program pretty much meets this recommendation. The program grants qualifying businesses engaged in manufacturing or other basic industries a refundable tax credit for a period of five years, based on state benefits derived from annual gross payroll.	
Regulatory Climate				
Decrease the wage base for unemployment insurance from \$8,500 to \$7,000.	Labor	I	Accomplished by Act 1053 of 1997.	
Establish an early report system for new hires.	Labor	I	Accomplished by Act 97 of 1997.	
Create a management/labor committee to develop recommendations for further reform of workers' compensation.	Labor			
Investigate the feasibility of instituting a managed care system for workers' compensation medical benefits.	Labor			
Infrastructure				
Shift emphasis in highway program from construction to maintenance.	Trans. & Develop.		stated below	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Set a limit on the number of projects that can be included in the long-range highway priority program based upon verification of the availability of funds.	Trans. & Develop.		stated below	
Workforce Training				
Establish a fund for customized workforce training.	Econ. Develop.	I	The present Workforce Development and Training Program meets this suggestion and is working well, but needs to be funded at a much higher level than the current \$6.5 million, at least as much as \$15 million a year.	
Develop a mechanism for communicating industry trends and the needs of business to educational system.	LA Workforce Comm.	I		
Infrastructure				
The Department of Transportation and Development (DOTD) should consistently apply the definitions of maintenance and construction when categorizing work.	Trans. & Develop.	P	The department has determined operational definitions for new construction, reconstruction, rehabilitation, maintenance and enhancement work. Through the use of improved definitions the department feels it can better determine what work can be designated as maintenance. The Surface Transportation Policy Project (STPP), is a private program which monitors transportation activity throughout the state, and in a recent study determined the DOTD spends 78% of its funds on maintenance and is 15th in the nation in system preservation.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
DOTD should re-establish the maintenance planning function.	Trans. & Develop.	P	Act 71 of 1998 reorganized the DOTD. New organization includes maintenance management section.	
DOTD should update the annual program estimates for cost, type, and amount of maintenance work needed to maintain the roads and bridges.	Trans. & Develop.	P	Implementation of management systems is underway. DOTD is using old and new systems this year and will compare to validate results.	
DOTD should use the updated system to plan and evaluate departmental maintenance activity and to allocate resources.	Trans. & Develop.	P	Implementation of management systems is underway. DOTD is using old and new systems this year and will compare to validate results.	
DOTD should develop a formal process for evaluating the use of contract maintenance. This process should include an analysis of cost-effectiveness on a case-by-case basis, as well as a formal evaluation and report on the performance of maintenance contractors.	Trans. & Develop.	P	DOTD has initiated a Total Quality Management Focus Area to specifically design and establish a "Contract Maintenance Evaluation Procedure." DOTD has put new emphasis on using contract maintenance. The Total Quality Management Area was initiated to develop a contract maintenance evaluation procedure.	
DOTD should use the information from federally mandated management systems to annually determine the appropriate mix of construction and maintenance and request funding accordingly.	Trans. & Develop.	P	Implementation of management systems is underway. DOTD is using old and new systems this year and will compare to validate results.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
DOTD should use the information obtained from management systems to prioritize maintenance as well as construction projects.	Trans. & Develop.	I	Implementation of management systems is underway. DOTD is using old and new systems this year and will compare to validate results.	
DOTD should consider making preventive maintenance a higher priority in order to avoid the higher costs of reconstruction and overlay.	Trans. & Develop.	I	DOTD has implemented a resealant program which extends the life of the roadway and addresses the issue of preventive maintenance. Additionally, approximately one-half of the annual overlay expenditure in the highway priority program is used for preventive maintenance.	
Corrections & Justice				
Review the findings from the Governor's Prison Population, Sentencing Practices, and Alternative Sanctions Task Force Final Report.	Public Safety & Corrections			

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1995 Recommendations	Dept.	*	Action Taken	Notes
<p>The Louisiana Sentencing Commission should develop an on-going tracking system to monitor the state's sentencing guidelines and their overall effect on the state's criminal justice system. Any monitoring effort should attempt to answer the following questions:</p> <p>--What effects have the sentencing guidelines had on the length and uniformity of sentences for all types of crimes?</p> <p>--Have the guidelines provided sentencing judges with enough flexibility to impose the most appropriate sentence in each case?</p> <p>--What effects have the guidelines had on the numbers of non-violent offenders being incarcerated?</p> <p>--What effects have the guidelines had on the numbers of violent offenders being granted early release?</p> <p>--What percentages of offenders are serving their full sentences after being sentenced under the guidelines?</p> <p>--What problems have judges, prosecutors, and the Department of Public Safety and Corrections experienced since implementation of the guidelines?</p>	Public Safety & Corrections	I		
<p>Request a performance audit on the Division of Probation and Parole. Such an audit would assess the efficiency and effectiveness of the division's policies, procedures, goals, and objectives for the supervision of probationers and parolees.</p>	Public Safety & Corrections	I	Senate Concurrent Resolution #68, 1995 Regular Session	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Prison Enterprises should expand the PIE program.	Public Safety & Corrections	P	** Company Apparel Safety Items (CASI) ** New ventures ** Legislation	
Louisiana should convert additional prisons to private management, subject to approval by the Competitiveness/Privatization Council.	Public Safety & Corrections	P	** Two privatized prisons ** Two juvenile facilities ** Requires comprehensive evaluation	
The Office of the Legislative Auditor should conduct an audit of a sample of parish jails, including rural and urban parishes, to determine the actual costs of housing a state inmate. The results of the audit should serve as a basis for determining the per diem amount.	Legis-lature			

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1995 Recommendations	Dept.	*	Action Taken	Notes
<i>Louisiana Insurance Guaranty Association</i>				
The Department of Insurance and LIGA should work together to develop a mechanism that gets proceeds from companies in liquidation to LIGA as soon as they become available.	Insurance			
Consider excluding claims for non-economic damages from losses payable to LIGA.	Insurance			
Consider excluding claims of self-insured and third party claimants with net worth of \$50 million or more from the definition of a covered claim.	Insurance			

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1995 Recommendations	Dept.	*	Action Taken	Notes
<i>Managing & Maintaining Louisiana's Property</i>				
Request the Governor and the Legislature to take the necessary action pursuant to executive order and concurrent resolution to create a coordinating council within the Division of Administration composed of major agencies involved in land management. The coordinating council would have the responsibility of making specific recommendations to the legislature for legislative amendments designed to facilitate greater coordination among major land managers. Also, the coordinating council would approve rules and regulations to be promulgated by the DOA pursuant to LSA-R.S. 39:12 to address policies and procedures developed by the council. The council is to report to the Governor, the President of the Senate, and the Speaker of the House on or before December 31, 1995.	Div. of Admin.	P	DOA proposed a bill in 1997 to eliminate exceptions in R. S. 39:11 as recommended by SECURE.	
Urge the Legislature to increase the emphasis placed on purchasing, constructing, or lease-purchasing office space, with a diminished use of long-term leases, especially for certain core government functions.	Div. of Admin.	P	Design is underway on three new state office buildings for the Capitol Complex. Two are scheduled to begin construction in Spring '99 and a third by Spring 2000. Over 35 years, these buildings are projected to save more than \$300 million compared to leasing.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Amend the provision of the Procurement Code requiring that building leases for 2,500 or more sq. ft. be awarded to the low bidder to allow for consideration of other factors as specified in the bid documents, such as location, condition, suitability to needs, and timeliness of availability.	Div. of Admin.	P	R.S. 39:1594 (2) was amended in 1997 to include location, condition, suitability and timeliness of availability as "criteria for evaluation" in the invitation for bids for leased space. However, 39:1594 (G) still requires award to the "lowest responsive and responsible bidder." To allow award based on factors other than price would require amending the statute.	
The Legislature should consider some or all of the alternatives presented in Chapter Three of the report for funding preventive maintenance.	Div. of Admin.	P		
Increase the threshold amount for approvals of change orders to \$50,000 and index it to the Consumer Price Index.	Div. of Admin.	p	R.S. 39:126 was amended in 1997 to increase the threshold for change orders to \$50,000, but the amount was not indexed to the CPI.	
Increase the threshold amount for higher education for projects not needing funding through the capital outlay appropriation to \$300,000 and index it to the Consumer Price Index.	Div. of Admin.	I	R.S. 39:128 was amended in 1995 to increase the threshold to \$300,000 but the amount was not indexed to the CPI.	

SECURE LOUISIANA: *Status Report 1999*

1995 Recommendations	Dept.	*	Action Taken	Notes
Institute an exemption for maintenance of existing facilities similar to the higher education exemption for other state agencies.	Div. of Admin.	N	Legislation has not yet been proposed to institute this exemption.	
Amend the approval process for funding preventive maintenance using Act 971 funds by eliminating the joint Legislative Committee on the Budget from the approval process, but requiring timely reporting to the joint Legislative Committee on the Budget by the Board of Regents. Also, require the management boards to submit plans to the Board of Regents by September 15.	Div. of Admin.	P		
Direct the Division of Administration to promulgate preventive maintenance rules and regulations, as well as to develop preventive maintenance policies and procedures.	Div. of Admin.	P	DOA proposed a bill in 1997 to implement this recommendation. DOA has drafted guidelines for preventive maintenance and equipment replacement program.	

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1995 Recommendations	Dept.	*	Action Taken	Notes
Recommend that the DOA and the Board of Regents should provide incentives to perform preventive maintenance by linking it with prioritizing deferred maintenance funding from the capital outlay appropriation.	Div. of Admin.	P	Regents is in the process of revising formula funding to provide incentive funding for those who do preventive maintenance.	
Under this arrangement, agencies with good preventive maintenance programs would receive a higher funding priority than those with poor preventive maintenance programs.	Div. of Admin.	I	Regents is in the process of revising formula funding.	
The DOA should consider the economy and effectiveness of materials, type of construction, and architectural design for both maintenance and construction projects.	Div. of Admin.	I	The DOA has always considered these factors in reviewing design and construction of capital projects. Our energy conservation guidelines have now been codified and increasing emphasis is on life-cycle cost analysis and value engineering.	
The DOA should provide construction supervision with sufficient expertise at the project site to detect poor construction techniques and materials in a timely manner.	Div. of Admin.	I	DOA has always provided three levels of construction supervision. The prime designer and consultant are required to visit the site at least once every 7-10 days. Depending on size and complexity, DOA also designates a full or part time site inspector.	
Encourage earliest possible implementation of the ISIS movable property module.	Div. of Admin.	P		

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1995 Recommendations	Dept.	*	Action Taken	Notes
Require the state to implement a fleet management system that requires the replacement purchase of vehicles on a specific age and usage formula.	Div. of Admin.	I	1,100 vehicles were replaced last year, out of 1,400 recommended replacements (5 years or 100,000 miles)	
<i>State Government - General</i>				
Eliminate funding for low impact programs such as Rural Development and Urban Development.	Legis-lature			
Authorize the Department of Human Resources to develop a new compensation and benefits plan for new state employees.	Legis-lature			